

The Perceptions of Organizational Politics and its Impact on Job Satisfaction Among Public Sector University Faculty

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ABSTRACT

This research study looked into the presence of politics among public sector university faculty and its impact on their job satisfaction. Furthermore, the study saw the impact which the perceptions of politics have on employees' job satisfaction. Hence, the objective of this study was to critically analyse the influence of the perceptions of organizational politics and its impact on job satisfaction among the public sector university faculty in Pakistan. This study followed a mixed method of research with a phenomenological approach. This study is structured around the Perception of Organizational Politics (PoPs) generated by Kacmar and Carlson (1997) and Job Satisfaction Tool prepared by Tewksbury and Higgins (2006). In the first phase the data collected was analyzed using SPSSv-22.0 and in the second phase triangulation was done by interviewing at least one Dean/HoD from each of the 15 participating universities. The findings of the study confirmed that politics does exist at the higher education level; the study also found that politics at the workplace has an extremely negative impact on the job satisfaction level of the employees. Workplace politics and job satisfaction are inversely related since both have negative correlation. It means that an increase in one will have a negative impact on the other or vice versa.

Key Words: organizational politics, higher education, university faculty, job satisfaction

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Introduction

Numerous studies have emphasized the role played by organizational politics in the employees' performance both formal and informal (Adams, Ammeter, Treadway, Ferris, Hochwarter, 2002). The use of politics in organizations is quite common throughout the

world and Pakistan is no exception. Perceptions of organizational politics is considered unjust and biased from the standpoint of an individual because, it represents the extent to which employees see the environment of their workplace as political which further the self-

interest of other individuals (Kacmar & Carlson, 1997).

When viewed from the perspective of the employees, organizational politics takes the shape of perceived organizational politics because it is typically viewed as unsought and has been described as somewhat bad at the office. There has been a debate about the reality of organizational politics due to its abstract nature, which makes it difficult for the individual to view it as the same, hence, every individual has his own perception about it. It is for this very reason, as stated by Ferris et al. (1989), that instead of calling it organizational politics, it should be referred to as perceived organizational politics.

Politics exist in almost every walk of life and educational institutions are no exception. It is commonly perceived that moving up the hierarchy or staying in an organization and getting good pay and promotion is all done through politics. In this study, the researcher looked into how faculty members at different public institutions in Pakistan perceived organizational politics and how that affected their work satisfaction. Numerous university professors have been observed to have advanced to a position which they do not deserve. The purpose of the study was to determine how much politics had a role in their ascent. Obviously in such an environment it becomes next to impossible for employees to keep themselves motivated and this lack of motivation has a huge influence on their overall job fulfillment. According to Ferris et al. (1989) politics at the workplace are considered, by the lower staff members, as a source of negativity and also to further one's own interests even at the cost of the interest of the institution or fellow workers; for instance, getting power illegally, showing disregard for the hierarchy of the command and seeking support of the seniors prior to a

promotion. These are the sorts of behaviors at the workplace that impacts an employee's satisfaction in a negative way which leads to an increased level of stress and fatigue (Vigoda-Godat & Talmund, 2010).

According to the Higher Education Commission (HEC) official website, there are 192 universities in Pakistan, out of which 114 are in the public sector and 78 in the private sector. All these universities are governed by the HEC and its major responsibility is to formulate the rules and regulations for the universities. It has provided each institution with a framework for the rules and regulations and all universities are expected to work within the given framework. Apart from the HEC, the management of these universities also have their own set of rules and regulations to run their affairs. Hence, there is always a possibility of a dispute due to the clash of a university's own rules as against the policies provided by the HEC.

It may be noted that private sector universities are autonomous and their environment as well as faculty are comparatively in a much better position than the faculty of the public sector universities. In these universities, even though the HEC has given them a clear guideline for the pay scale, promotion, and job security, yet such universities tend to follow their own rules, which create confusion and unrest for the faculty members. The faculty in the public sector often complain about not getting their promotions on time even though they have fulfilled all the requirements for a particular promotion as per HEC criteria. Similarly, there is also the issue of scarcity of resources and inadequate facilities. The faculty often complain regarding the inadequate facilities at their respective workplaces. They feel that this inadequacy hampers their performance to a great extent. Hence, it is of primary importance that due attention must be paid to the satisfaction level of the faculty. A positive and healthy university

structure results in improved faculty job satisfaction. Such an environment will not only lead to increased level of job satisfaction of the faculty, but it will also have an impact on the learning environment which ultimately increases the efficiency of the university (Khalid, Irshad & Mehmood, 2011).

The purpose of the study was to observe the impact that perceptions of politics have on employees' job satisfaction. The objective of this study was to critically analyze the influence of the perceptions of organizational politics and its impact on job satisfaction among the university faculty in Pakistan

Research Questions

1. To what extent is faculty involved in organizational politics in public universities?
2. What is the association between organizational politics and job satisfaction in public universities?
3. To what extent faculty is satisfied in public universities?

Hypotheses

The following hypotheses were tested for the study:

1. There is an association between powerful political groups and faculty survival in higher education institutions.
2. There is a significant relation between general political behavior and job satisfaction.
3. There is a significant relation between perceived pay and promotion and job satisfaction.

Literature Review

This study is structured around the three factors generated by Kacmar and Carlson (1997): (a)

general political behavior which means employees in this institution aspire to advance their personal prospects by defaming everyone else; (b) go along to get ahead which means in this association, aligning with powerful groups is the perfect fit; and (c) pay and promotion policies which means when it comes to pay raise and professional success choices, strategies become irrelevant.

For job satisfaction the dimensions of Work Adjustment Theory (1964) are taken into consideration for this study. In 1964 Dawis, England and Lofquist published the work adjustment theory, which was revised and produced in book form in 1969 (Lofquist & Dawis, 1969). According to this theory an individual must counter and survive in a number of environments such as home, work, and church; and if an individual adapts to one environment, he will face problem with the other. The job of an individual is to adjust to the environment with which the individual has to adapt. Hence fulfillment is a kind of congruency among the worker and his work environs (Davis & Lofquist, 1984).

The theoretical framework of the research has been created keeping in view the three elements of PoPs, that will first look at among the university faculty and then their impact on job satisfaction would be analyzed. The job satisfaction will be analyzed keeping in mind the Work Adjustment Theory proposed by Dawis, England, and Lofquist (1964).

Despite being considered rampant at the workplace, politics is a research area that has been paid very little attention (Ferris & Kacmar, 1992). In the late 70s and 80s a little interest was shown about organizational politics which very soon disappeared (Farrell & Peterson, 1982). The reason for this lack of interest could be that

researchers found it difficult to define, measure and quantify the phenomenon of organizational politics. No matter how difficult the task is, some sort of consensus has to be researched about the constitution of organizational politics before reviewing the available past research on this topic.

Teamwork is one of the facets of organizational atmosphere. The relationship of organizational politics and teamwork is evaluated by Valle and Witt (2001). They assumed that singular view of collaboration significance would decrease the negative impacts of organizational politics recognitions on work fulfillment. Using the proposed framework of Ferris et al (1989), 355 executives from the private sector of service organization were studied by Valle and Witt. Making use of Kacmar and Ferris' Perceptions of Organizational Politics Scale (PoPS) (1991), they evaluated the perceptions regarding teamwork inside the association. They established that the connection between the perceptions regarding politics and workplace fulfillment was powerful in cases where the employees were required low level of teamwork as compared to the jobs where teamwork was highly demanded. The importance of teamwork could only be valued for job satisfaction if the employees view politics varying from high to low (Gardner, 2015). Valle and Witt (2001) reasoned that workplace politics includes all types of impact in associations and incorporates both positive and negative implications. They remark that impact drives a great part of the action in the present associations and should be the focal point of extra research in the relationship with workplace politics.

General political behavior

It has been seen that pronouncements and activities founded on a viewpoint would be on the ascent in associations where there are no principles and rules existing for the course of action (Kacmar and Ferris, 1993). All things

considered, when there are no specific standards and control at the workplace, the staff know nothing about the kind of demeanor that they should show and consequently they brand their own. Drory and Romm (1990) construed that decision making because of uncertainty has been seen to be susceptible the compressions of politics. It is clear that without pertinent information necessary for decision making, the person in authority would tend to interpret it according to his/her own understanding.

Various scholars have communicated that vying for an empty spot in any workplace, since sitting on that seat will empower one to get his/her hands on a treasured resource, is unquestionably to be considered as a political way of behaving (Farrell and Peterson, 1982; Kumar and Ghadially, 1989). Dearth of treasured resources for example transferences, pay increments, work offices, spending plans, etc. brings about a sort of contention. This unquestionably exhibits that a workplace with insufficient resources should have a political environment. Since deficiency of resources can hit any institution; consequently, not a single institution can profess to be flawless. It may be inadequate in no less than one area if not all; thus, political acts may occur in any association. A person who has charge over vital resources that cannot be obtainable elsewhere will be a conceivable focus of political activities (Frost, 1987).

Vigoda (2000) identified an unfavorable link in the midst of workplace politics, work satisfaction and obligation to the workplace. According to Mowday, Steers and Doorman (1979), a worker's mindset at the job is chosen by the primary element of institutional politics. Working climate and work pleasure are profoundly affected by the demeanor of the representatives at work.

According to Poon (2004) making decisions in a participative manner along with freedom of the job which result in perceived control. As a means of controlling the perceptions of organizational politics and increasing job fulfillment, participation of the employees in decision making is used as a strategy. Ashford and Saks (2000) believed that the concept of the perceptions regarding control refers to the employees' confidence about their control over their job and are allowed to take active part in making a decision regarding problems that have an impact over their work; control over their job gives them an opportunity to plan and execute their tasks.

Nayyer and Raja (2012) highlight the effect of impression management on the severity of organizational politics. The scholars identified that the level of organizational politics and impression management fluctuates with workers' gender and the structure of the association. The sample of the research comprised of 300 workers of the telecommunication sector of Pakistan. The researchers reasoned that in spite of the way that associations have inbuilt political environs, the management can find a way to lessen the negative results of politics.

Go along to get ahead

According to Drory and Room (1990), the existence of conflict is a key indicator of office politics. Some people might end up not placing restrictions on those who try to affect others in order to prevent controversy. Although it could seem like reasonable activity, this action could be considered political. It has been stated that the motivation behind a political or non-political manner in institutions shapes that rationale.

Research steered by Bodla, Danish and Nawaz (2012), tries to notice the adjudicating role of organizational politics between the staffs' moral and their work characteristics. The work characteristics accounted for in the midst of the

assessment were work uncertainty, ability assortment, input and independence, while morale was a mix of workplace fulfillment and affecting obligation. The results of the enquiry were established on the sample data gathered across the country, from various sectors, through a questionnaire. In all 577 respondents participated in this research. The investigators deduced in their research that keeping in mind the end goal to empower workers to play out there on the job role, the administration should brief them with respect to its desires for them in terms of their rights, obligations, and tasks.

Pay and promotion policies

The third and last sort of PoPs is the system through which companies compensate and hereafter, are liable for the bigoted behavior of its personnel due to policy implementation (Kacmar & Ferris, 1993). Personally orientated movement, contrasted with institutionally oriented movement, is normally narcissistic and its character is political. When such a state of mind is strengthened either through a reward or an advancement, this type of attitude will probably be repeated and would be most likely to become a norm. Hence, this may result in the creation of an environment that would promote and reward political conduct. This would also result in forcing the others, with non-political behavior, to act politically for rewards. When people observe those, who are engaged in politics at the workplace, are remunerated superior to them; they are also probably going to be associated with such a conduct in the coming days (Ferris, Russ & Fandt, 1989; Kacmar & Ferris, 1993).

Gull and Zaidi (2012) in their research brought to the fore the bearing of politics at the workplace on satisfaction degree of the staff in the city of Lahore, Pakistan. A sample of 250 delegates working in various hospitals was employed for the research. The examination featured negative affiliation among PoPs and

work fulfillment. It basically shows that when the political perception is on the higher side, quite naturally the level of satisfaction would on the lower side or vice versa. Gull and Zaidi (2012) emphasized that the management should keenly observe the working of their HR, so it ensures that politics don't become harming.

Job satisfaction

Job satisfaction is the most prominent of the workplace behaviors that must be probed the most by researchers of various fields (Judge & Church, 2000). Secondly, in the study of organizations, job satisfaction has been the focus of several hypothesis and frameworks related to behavior and temperaments. Last but not the least, is the fact that studies regarding job satisfaction have practical implications whereby the outcomes do not only benefit personal lives, but it also has far reaching effects on the organizations. The term workplace satisfaction has been explained in numerous ways: the best example of its definition is the one given by Locke (1998), according to which job fulfillment is a condition of happiness drawn from the assessment of one's job.

There are five measurements of work fulfillment which are skills variety, task identity, task significance, autonomy, and feedback (Glisson & Durick, 1988). Of these five measurements only three, task significance, role ambiguity, and skill variety, clearly foretell the level of work-related contentment. Frameworks that calculate statistically work-related attributes and work fulfillment have been used in various organizations in different jobs. Some experts use the behavior of the workers while analyzing job fulfillment, while others use confusing aspects of job fulfillment to calculate it. Each procedure has its merits and demerits. Estimating the distinctive measurements recognizes the problematic areas inside the institution. For instance, workers may bring up that they are satisfied with the pay

however they might be troubled with different aspects of the management, for example, the way they are controlled (Camp, 1994).

Even though the marvel of work fulfillment has been comprehensively looked into, still there are a few challenging territories. Firstly, the idea of job satisfaction has been portrayed in diverse ways by various experts. A statement is made by Lawler that general work fulfillment is determined by the difference between each one of those things a man feels he should receive from his effort and what he actually receives (Lawler, 1973). Locke characterizes work fulfillment as the pleasing animated condition that one's feel due to the assessment of one's job as achieving or inspiring the achievement of one's work ideals (Locke, 1969). Paul Spector portrays work fulfillment as the degree to which individuals feel fulfillment or disappointment about their occupations (Spector, 1985; Spector, 1997). Besides the above-mentioned definitions, numerous other definitions are there that expect to clarify the notion of work fulfillment. The absence of agreement which shows up in characterizing the idea may prompt misconceptions among investigators and the participants of the studies and may impact the construct validity of its estimation (Evans, 1998).

The happiness and fulfillment felt by an employee at his workplace is termed as job satisfaction. Job satisfaction is the key factor while measuring an employee's morale, motivation, and achievement of his/her goal at the workplace. Sometimes job satisfaction, despite being positive in an organization, can be negative just since some below average employees remain in the organization because they feel satisfied with the environment of the workplace. Job Satisfaction is a combination of employees' feelings and emotions with how their job impacts their personal lives. But such a combination is just a psychological expression. Job satisfaction

should be looked at from the administrative, socio-economic, and organizational perspective. Paul Spector (1985) explained work fulfillment as a combination of feelings about the job that could be evaluated. There are 9 areas of work fulfillment that he identified. These areas are pay, promotion, supervision, benefits, contingent procedures, operating procedures, coworkers, nature of work and communication.

Methodology of the Study

This study followed a blended strategy and the approach used was phenomenology. A mixed method combines quantitative and qualitative data collection and analysis techniques in one study. The concept of combining many approaches probably emerged in 1959, when Campbell and Fiske used a variety of methods to examine the validity of psychological qualities. They recommended people to make use of their multi-strategy framework to examine several approaches to handling data collection for a project. Mixed-methods researchers frequently use and make evident a range of philosophical viewpoints. These ideas, according to Green (2007), are usually referred to as dialectical positions that link realistic viewpoints, transformative viewpoints, and post-positivist and social constructivist perspectives.

The researcher has selected purposive sampling for the qualitative portion of the study, meaning that the participants will be those who have firsthand experience of the phenomenon, and random sample for the quantitative portion. Hence, the impact of the perceptions of organizational politics on job satisfaction among university faculty was looked at by collecting the data from 480 full time university faculty members from the four provinces and the federal capital of Pakistan, who have a minimum of two years of experience.

Instruments

A 37- item Job Satisfaction Tool created by Tewksbury and Higgins (2006) and a 15- item Perceptions of Organizational Politics Scale (Po Ps) created by Kacmar and Carlson (1997) were the instruments utilized in this study. Three things makeup PoPs: (a) employees in this association try to advance their own careers by undermining others; (b) in this association, aligning oneself with powerful groups is the best replacement; (c) when it comes to salary increases and career advancement decisions, policies are no longer relevant. Participants recorded their opinions regarding each statement on a 5-point Likert-type response format ranging from strongly disagree (1), disagree (2), not sure (3), agree (4) and strongly agree (5). Jobsatisfaction tool prepared by Tewksbury and Higgins (2006), which has 37 items, was adapted, and used in this study. Job satisfaction was measured in terms of salary structure, tension associated with the job, meaningfulness of the job, perception of communicated directives, input into policies and procedures, training, and supervisory role. With a Likert scale scoring format ranging from strongly agree (5) to strongly disagree (1). The data thus collected was sorted out and analyzed by using SPSSv-22.0

Questionnaires were used to gather data from the sample faculty. According to the official website of the HEC, there are 192 universities in Pakistan, out of which 114 are in the public sector and 78 are in the private sector. Since this study was concerned with the public sector universities; hence, 114 public sector universities were taken into consideration. The HEC ranking used as the criterion for choosing the target universities. To make a total of 15 universities for the present study, the top three universities from each province and the federal capital were chosen. The investigation was shepherded by the researcher himself in two provinces and the federal capital.

However, the researcher could not visit two provinces due to law-and-order conditions; therefore, four field data collectors were trained to get the questionnaires filled in. Targeted were 480 full time instructors at the tertiary level from 15 public sector universities located all over Pakistan. A questionnaire was created to interview one Dean or HOD specifically chosen from each university for the purpose of triangulation once the data acquired this way was examined.

Triangulation was done after collecting data from 15 Dean/HoDs through interviews. In

this study a multi-method triangulation technique is used since the researcher has used both quantitative and qualitative method. The idea was to reconfirm the findings of the quantitative study through triangulation. In-depth interviews were conducted which were later transcribed for themes and codes. Hence in this study triangulation helped the researcher in presenting a wholesome picture of the research problem.

Data Analysis and Discussion

Hypothesis Testing Results

Descriptive Statistics Hypothesis 1

There is an association between powerful political groups and faculty survival in higher education institutions.

Table 2
Chi-Square Tests

Value	df	Asymp. Sig. (2-sided)
217.641 ^a	16	.000
172.223	16	.000
37.117	1	.000
367		

With n=367 participants and a two-tailed probability distribution with a 95% confidence interval, Table 2 shows the strong two-tailed significant link between powerful political groups at work and employee survival at work. At least at the 0.05 alpha level, the chi-square in this instance is 217.641, with 1 degree of freedom [df = (2-1) (2-1) = 1]. Therefore, the researcher

agrees with the idea that strong political organizations and staff survivability in higher education institutions are related.

Descriptive Statistics Hypothesis 2

There is a significant relation between general political behavior and job satisfaction.

Table 1 Coefficient General Political Behavior

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	4.248	0.147			28.91	0.00
GPB	0.154	0.050	-.159		-3.07	0.00

($R^2 = 0.25$, Adjusted $R^2 = 0.022$, $F(1,365) = 9.412$, $P < 0.05$)

The regression results indicate that predictor general political behavior ($M=2.85$, $SD=0.638$) explain 2.5% of the variance on the dependent variable job satisfaction ($R^2 = 0.025$, $F(1,365) = 9.412$, $p < 0.05$). It also shows that the effect of general political behavior ($\beta = -$

0.159, $p < .05$) on job satisfaction ($M=3.92$, $SD=0.620$) is statistically significant. Hence, the researcher accepts the hypothesis that there is a significant relation between general political behavior and job satisfaction.

Descriptive Statistics Hypothesis 3

There is a significant relation between perceived pay and promotion and job satisfaction.

Table 4 Coefficient Perceived Pay and Promotion

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	4.022	0.177			22.66	0.00
PPP	-0.73	0.60	.21		2.87	0.00

($R^2 = 0.004$, Adjusted $R^2 = 0.001$, $F(1,365) = 1.501$, $P > 0.05$)

The regression results indicate that predictor perceived pay and promotion ($M=2.92$, $SD=0.542$) explain 0.4% of the variance on the dependent variable job satisfaction ($R^2 = 0.004$, $F(1,365) = 1.501$, $p < 0.05$). It also shows that the effect of perceived pay and promotion ($\beta = -.060$, $p < .05$) on job satisfaction ($M=3.92$, $SD=0.620$) is statistically significant. Therefore, the researcher concludes that there is a significant relation between perceived pay and promotion and job satisfaction.

Qualitative Findings:

The following three themes emerged after the analysis of the interview texts:

Theme 1: Teachers' Satisfaction

1.1 Environment and Infrastructure

When it comes to satisfaction of the teachers in terms of their respective job, the point that came to the fore was infrastructure and

environment. Majority of the respondents lamented the lack of infrastructure, facilities, and environment. By and large teachers were found dissatisfied due to the prevailing situation. It becomes very difficult to work with dedication and commitment if you do not have a conducive environment at the workplace.

One of the faculty stated:

“I am very satisfied with my work due to the simple reason that I thankful to God for what He has given me...But there are certain issues that make the teachers dissatisfied for example we are required to write letters for everything that we need. Even if we need a computer, we have to ... “

One respondent replied diplomatically by remarking:

“Ours is a very strange department. We are very short on infrastructure. We are very short on everything ...What I see in our department is that we are very rich in our will power. We have to struggle to get our computer...”

Theme 2: Faculty Party Formation

2.1 Grouping among the Faculty

Apart from a few respondents' majority of them confessed that they do have grouping amongst themselves. The respondents were of the view that since birds of a feather flocks together similarly faculty members also move around in various groups to put pressure on the management. They agreed that grouping is something that would eat away an organization from within. It is quite natural to be a part of a group in an organization where employees are not been given their due rights and they have to run from pillar to the post in order to get their personal job-related issue solved.

One of the respondents quite bluntly stated that he is part of a pressure group in his university since no body is willing to listen to him for anything.

He stated his views by saying:

“In our university there are two groups. One is the pressure groups; I am part of that group, and the 2nd group is the elected body. So, we are in opposition now a days. We are opposing Anjuman-e-Asatiza which is our elected body...It is part of politics because we criticize their policies, we criticize their...”

An HoD acknowledged by saying:

“Yes, there are groupings among the faculty.”

Theme 3: Teachers' Involvement in Politics

3.1 Greatly involved in Politics

By and large employees are involved in politics and faculty members are no exception. Most of the heads confessed that they do have politics in their respective departments and the faculty is involved to a great extent in it. Most of this involvement pertains to the struggle for their rights and the scarcity of resources. When justice is not done at the workplace employees are bound to be involved in politics.

One respondent quite bluntly stated that:

“Yes, we are involved to a great extent in politics. If you talk about the whole campus, then I would say 50% of the faculty is involved in politics. As far as my department is concerned it is fully involved in politics...”

Theme 4: Association between Organizational Politics and Job satisfaction

4.1 Politics has a Negative Impact on Satisfaction

Politics at the workplace negatively impact the satisfaction level. Whenever and wherever we have leg pulling, nepotism, backbiting, exploitation, and injustice etc. we are bound to have dissatisfaction. Work ethics are usually the same for any employee and the same goes for the employer also. The success of any organization lies in striking a balance between the

employer and employee's right. Whenever there is an imbalance politics is likely to occur which would ultimately result in dissatisfaction at the workplace.

One of the respondents was quite blunt and candid about his views on organizational politics and its association with job satisfaction.

He stated:

"I think without politics we will not survive. That is what I think at least. Take any organization, be it public or private, they are the same in their nature because they have to run the administration..."

A head of the department was of the view that the kind of issues and environment that is there in the department there is no question of being satisfied.

He commented:

"Obviously when you have such issues in the department then how could you be satisfied? ...when you see the kind of environment and politics then it is difficult to be satisfied.

Discussion

RQ 1: To what extent is faculty involved in organizational politics in public universities?

The first hypothesis' investigation brought to light a link between active political movements and faculty retention among institutions of higher education. It intends that there exists a solid feeling of politics that is present even in tertiary level institutes. Like indicated formerly while reviewing the related literature that politics pervades all facets including educational institutions. Lots of individuals appear to refute this reality yet it exists. According to research, there is an association between companionship at the workplace and politics that is favorable (Ofoegbu, Akanbi and Alhanolu, 2012). An individual needs to be a part of an influential gang for survival else a recluse appears to get no opportunity to survive. A worker who doesn't

remain with an influential gang will eventually suffer the loss of his employment. In their assessment, Sowmya and Panchanatham (2012) reaffirmed the value of considering office politics with regards to the staff turnover goal. The academic said that considering having a career in education, educators nevertheless suffer from a strong sense of politics at work.

It has been observed through various research that workplace politics exists among workers regardless in sex, age, pay and so on. The investigations additionally reasoned that politics can't be totally disposed of from the workplace; rather one needs to figure out how to reside with it. Similar to the business world, the hierarchy in educational institutions is very strong, though it is not quite as complex. The administration, on the other hand, places restrictions on their personnel, hence they immediately answer to their immediate bosses only. The heads should try to give a atmosphere liberated from prejudices to the subordinates to limit the reasons for politics because of the influence of the bosses. Byrne (2005) suggests that the notion of office politics have detrimental repercussions on the workplace and is harmful for personnel with regards to the institution.

Kacmar (1997) contended that deficiency of valued assets for instance postings, increments, office space, and spending plans begets strife. Shortage of assets can hit any institution; no institution can guarantee being faultless. It may very well be showing deficiency in one area while possibly not all; for this very reason politics might occur in practically any institution. This obviously demonstrates that an association with inadequate assets should have a political air. Hence majority of the organizations appear to have an implicit world of politics and employees generally become casualties of such a climate. If the administration could take more time to supervise such a climate; many employees could possibly last and would remain with that

organization for a more extended phase. In their review, Nayyer and Raja (2012) focused on how visual manipulation affects the degree of workplace politics. Their research likewise inferred that in spite of the way that associations have an implicit world of political affairs, the administration can find specific ways to decrease the adverse results of workplace politics.

The qualitative analysis highlighted this fact that there exists a very strong grouping among the teaching members of government-run institutes. Faculty members have been found ganging up either against the management of their respective university or sometimes against their own companions. The faculty in these institutions think that together they can exert greater pressure on the management to get the approval of their demands. These group act as pressure groups. These groups sometimes even become more powerful than the management. In such a situation it is not possible for a faculty to go against the group decision. The only way for them is to learn to get along with them. Many faculty members feel that it is wiser to join hands with them rather than apposing them which could be futile for their careers.

RQ2. What is the association between organizational politics and job satisfaction in public universities?

The analysis of Hypothesis 2 emphasized that there is a strong connection amongst general political behavior and staff contentment at institutions of higher education. It shows that political behavior at the workplace will have all the negative outcome that one can imagine including job satisfaction. This finding is supported by Terick and Larocco (1987) in their study who concluded that organizational politics could have a pressure sort of situation which has an impact on job satisfaction. Organizations without a definite set of politics and guideline people in authority tend to create their own interpretation of these rules and regulations hence

making the overall environment of the workplace extremely suffocating. This suffocation in the environment has an impact on job satisfaction. Akanbi and Ofoegbu (2013) in their study concluded that employees must strive to understand and respond intentionally to the general political behavior in their organizations to have a better job satisfaction and less job frustration. It clearly shows that in order to survive at the workplace one has to have some knowledge of the environment which would enable an individual to be better equipped to respond to the political games being played around him/her. Otherwise, a dedicated and hardworking employee would be faced with frustration every now and then till he/she is forced to leave the job.

Political behavior would naturally cause despondency among the employees which as a result would cost a lot to the organization in the form of a dedicated employee leaving the job. People would love to work for an organization where they are valued for what they do and the appreciation that their commitment and dedication. A level playing field is what every good employee requires, and the management should try and minimize the effects of politics in order to have a healthy atmosphere at the workplace. Julius, Ojiabo and Alagah (2017) similarly discovered an important link across politics and workplace contentment. They recommended that the management should concentrate on encouraging positive political behavior at the workplace which would improve the employees' job satisfaction for which they must ensure a just appraisal with proper pay structure which would keep the employees satisfied at the workplace. According to Ferris and Kacmar (1992), the perceived degree of equity, justice, and fairness by the workers as being lower in comparison to the organizational politics which is considered on the higher side.

The qualitative analysis emphasized that in a politically charged environment it becomes difficult to remain focused and concentrate on one's job for the very reason that employees are grappling with each other all the time. Politics tend to make committed and hardworking faculty members disenchanted. And they tend to either go quite or else they look for a new position. If nepotism and biasness in their institutions and body care for ability and commitment, then it is quite obvious that the institution is a breeding ground for dissatisfied employees. Many faculty members despite having qualified for a promotion do not get it because they do not have any connections. On the other hand, faculty members with lesser qualification, experience and ability get themselves promoted to a higher rank just because he/she is having connections. Similarly, it was also found out that various departments were seen short on infrastructure and other teaching and research related facilities. Only those who have political connections were having access to these facilities. In such an environment how could one expect one to perform and stay satisfied at the workplace? Hence in such an environment the turnover intention is quite high. Very few faculty members would leave their jobs, others would either become part of any existing group or else they would form their own group.

RQ3: To what extent faculty is satisfied in public universities.

The results of hypothesis 3 showed a substantial correlation between employees' perceptions of salary and advancement and their level of job satisfaction in higher education institutions. The managerial personnel are required to abide by the mechanism of incentives, which is an idea that is explicitly created by the administration. Often it has been found that the reward system is dubious and vague, and employees are often found having a discussion on it for the simple reason that many issues regarding it need clarification. A just

reward system would have more satisfied employees. One cannot help but concur with the assertion that an organization's compensation system influences the political behavior of its personnel (Ferris, Fedor, Chachere & Pondy, 1989; Ferris & King, 1991; Kacmar & Ferris, 1993).

A reward system is something for which people work for. If that system is not just and there are loopholes in it than quite naturally that organization will have dissatisfied employees. Hardworking and dedicated individuals are sure to become frustrated in a workplace where promotions are awarded based on political affiliation. In their study Gull and Zaidi (2012) brought attention to this very topic by suggesting that when political perception is high, or vice versa, job satisfaction will be low. They came to the conclusion that management should streamline its human resources to prevent it from degenerating and serving as a haven for disgruntled workers. If any employee is not happy at his/her workplace than the possibility of his/her leaving the job would increase. Professionals who seem to be unhappy with their possibilities for advancement or who are deprived similar chances are more likely to declare that they plan to quit their job according to Shields and Ward's (2001) conclusion.

Employees are prone to work harder and with greater dedication and commitment if they are presented the possibility of a reward in the form of a promotion or salary boost. Pergamit and Veum (1989) came to the conclusion that an employee's level of satisfaction would increase as the opportunities for promotion within the company increased. In addition to job satisfaction, an employee's satisfaction could be determined by the satisfaction with promotion as well. Employees will feel pleased with their specific position in the firm, according to De Souza's

(2002) analysis, when they see that prospects for promotion will come about relatively organically.

According to the analysis of the qualitative interviews, since public sector personal are paid in accordance with the Basic Pay Scale (BPS), in which an employee receives a predetermined salary boost annually, the faculty members do not experience any pay-related problems. Therefore, money is not a problem for them; instead, they are more focused on becoming promoted. Faculty members have been found waiting for their long due promotions for as long as ten years. Even though the HEC has given its criteria for promotions, most of the universities do not follow it, hence, a number of deserving faculty members are denied their long due promotions. This is one main reason why these seats of learning have become a breeding ground for politics. It is now incredibly challenging for a deserving faculty member to be promoted on merit due to the extremely tough promotion standards. The faculty is somehow satisfied as far as pay is concerned but when it comes to promotion, they are extremely worried and dissatisfied.

Conclusion

Higher education institutions are a breeding ground for workplace politics (Symes & McIntyre, 2002). The researcher has seen powerful political groups wielding their power at various universities. In fact, the researcher was informed by one of the HoDs quite bluntly that they cannot survive without being part of a political group. These political groups at some places are so powerful that even the management of the university is seen to be their hostage.

It is also concluded that organizational politics can be beneficial as well as damaging for a university's performance (George, Jones. & Sharbrough, 2005). If the organization is able to create an alignment between its own goals with

that of the employees' goals, then the organization will benefit. On the other hand, if there is a clash between the organizational and employee's goals than nothing could be more destructive for a university than politics, because it would not only be bad for the employees, but also for the organization. A positive and healthy university structure results in improved faculty job satisfaction and performance. Such an environment will not only lead to increased level of job satisfaction of the faculty, but it will also have an impact on the learning environment which ultimately increases the efficiency of the university (Khalid, Irshad & Mehmood, 2011). On the other hand, a university that is plagued by politics, infighting and nepotism is bound to go low in the ranking and would have nothing to show as a public sector university in terms of imparting quality education and research. Parents and students would think a hundred times before joining such an institution.

Politics at the workplace has an extremely negative impact on the job satisfaction level of the employees (Hochwarter & Treadway, 2003). Workplace politics and job satisfaction are inversely related since both have negative correlation. It means that an increase in one will have a negative impact on the other or vice versa. The administration of the higher education institutions could assess the situation and streamline their specific institutions' policies, particularly those pertaining to the HR, in order to better manage each other. The study also brought to the fore the extreme lack of resources and depleted working conditions in some universities in the public sector. The researcher personally witnessed lack of proper infrastructure. A positive and conducive working environment is of paramount importance (Siegrist & Marmot, 2004).

Recommendations

Based on the research outcomes, this study has the following recommendations to make:

- It is recommended, first and foremost, that the management and the HR departments should realize and accept the presence of politics in their respective institutions. Without accepting this reality, they will not be able to streamline or formulate their HR policies. The top management should also study this subject in detail in order to know what organizational politics is about. Without knowledge and understanding they will not be able to do anything about it.
- The HR departments should be mindful of the potholes that exist or could emerge as a result of a policy, and they should make and develop policies keeping the demographics of their respective institution in mind. The Higher Education Commission (HEC) is also advised to be mindful at the time of formulating and disseminating policy guidelines to the respective institutions. They should devise a system that would ensure transparency. On the other hand, the HEC should keep a stringent check on the management of institutions to ensure that the policy guidelines given by them are followed.
- The HR should have a help desk for the faculty where they could go and clarify any policy matter. It has been noted that sometimes the head tends to mislead or misguide the faculty regarding the interpretation of certain rules.
- The management should also focus on providing a healthy work environment with supportive infrastructure. Scarcity of resources provide a breeding ground for organizational politics.

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