



ROLE OF ORGANIZATIONAL POLITICS IN RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND EMPLOYEES' PERFORMANCE

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ABSTRACT- The universities are responsible for providing conducive environment towards teaching and learning activities in order to attain the desired standards for imparting the quality education. In this regard, this role is further dependent upon the effective performance management system that universities are executing towards the desired standing and success. However, this role is further influenced by numerous factors among which organizational politics has been widely researched to has critical role in determination of the desired standards. This study is an effort to examine the mediating role of organizational politics in relationship between organizational culture and employees' performance by collecting data from the respondents and analyzing the data through diverse tools and techniques to attain the desired objectives. The results provide significant information about the association and mediation which thus helps in reaching the conclusion about the main objectives and offering certain recommendations for policy-makers and management of higher institutions in developing countries like Pakistan.

Keywords: Organizational Politics, Organizational Culture, Employees' Performance & HEIs

I. INTRODUCTION

The higher education institutions, in Pakistan, are witnessed for undesirable performances as these institutions are facing continuous complications about structural upgradation, resources availability and infrastructure development (Qaisar & Sara, 2009). Among all, the lack of competent and effective academic leadership is also the missing and dynamic factor with regard to attain higher performances from their workforces which directly tells upon success of higher institutions (Bodla & Nawaz, 2010). There are certain other vital parameters, if not managed appropriately at institutional level, can be hold responsible for undesirable performances wherein the organizational culture and organizational justice are prominent (Tuhaih & Fleet, 2011). Likewise, the favoritism and influence for authority are the outcomes of the organizational politics which is liable for the success and credibility of higher institutions in developing countries. For the credibility of higher institutions, organizational culture is considered as the effective player in affecting behavior and attitude of their workforces as per the norms and values of institutions (Thornton & Audrey, 2008). The strong culture is recognized widely as active element for efficient performance of workforces and continuous sustainable competitive developments of the higher institutions.

The organizational culture is mixture of certain vital parameter which when combined together frame the overall culture of the institution (Ali & Musah, 2012). These parameters are mainly concerned with the missions, adoptability, involvement and consistency (Saima & Akhtar, 2015). For effective performances and outcomes, the teaching faculties along with support of workforces are required to adopt institutional culture to manage, interpret and take the just and appropriate decisions aligned with institutional credibility and success. The workforces' best performances are actually considered the respectable performances of institutions. The experts from various contexts are always involved to enhance the strategic organizational development and performance for the purpose to achieve the required aims and objectives of concerned institutions (Edmans, Li & Zhang, 2018). The genuine outcome of any institution is measured by workforces' performance. In "context of higher education" performance of institution is evaluated over performances of the workforces. However, institutional performance is involving actual outcomes linked with intentional effects (Anastasios & Chatzoglou, 2019). The organizational culture, justice and psychological empowerment are main parameters which affect employee performance in diverse manners.

Similarly, the organizational politics is considered as significant variable in disturbing the relationships among the different institutional variables. The current study aimed at examining the relationships between predictor (organizational culture) and criterion (employees' performance) with mediating role of organizational politics. These variables have been carefully selected from available research studies and transformed into hypothetical framework for the current study to examine the potential relationships among these variables. In this connection, data was mustered from teaching faculty of selected higher educational "institutions of KP, Pakistan". Similarly, the same data was analyzed by applying different statistical procedures to answer research questions (hypotheses) which were developed from theoretic framework of current study. This study aimed to explore the relationship through systematic manner to attain desired objectives in scientific protocols likewise to apply all the requisite steps involved in research process in particular context.

Problem Statement

This study aimed at examining connections among predictor (organizational culture) and criterion (employees' performance). This study also aimed at exploring the mediating role of organizational politics in linking predictor (organizational culture) and criterion (employees' performance) in the higher educational context of KP, Pakistan. The current study also aimed to examine the research gaps in the existing research studies regarding the relationships among the research variables under study.

Objectives & Hypotheses

1. To examine the association between predicting variables (organizational culture & politics) and employees' performance (hypothesis # 1).
2. To examine mediating role of organizational politics in relationship between organizational culture and employees' performance (hypothesis # 1).

II. LITERATURE REVIEW

The existing literature is evident about exploration of various leading issues in higher educational context those which have been considered as critical phenomena for the survival, development and success of the educational institutions (Ali & Musah, 2012). In this connection, some important and leading issues have been addressed in this research relating with culture, authority and control and efforts and skills which have been already explored in different contexts, with different consequences and different input and output concepts (Bartram & Casimir, 2006). These issues have been explored in higher educational context with diverse outcomes, however, still some dimensions are unexplored which needs further exploration through investigations and research (Bodla & Nawaz, 2010). The education sector is confronting various issues and challenges that needs further search and research for determinations. The universities are responsible to make available the capable and committed personnel to diverse sector of economies. These institutions might be able to provide the said job more effectively when they meet the desired performances.

The higher institutions performance is mainly output of performances of workforces (Cullen, Joyce, Hassall & Broadbent, 2003). The best performances of employees guarantee success of concerned institutions. There are definite strictures which are expected to distress workforces' performance positively or negatively (Frenkel, Schechtman & Koenigs, 2006). In this connection, the organizational culture, and organizational politics are considered as dynamic forces which affect the workforces' performances (Akhter & Sharif, 2012). These variables have been researched in diverse contexts including higher educational institutions with diverse results/outcomes (Cheng & Chia, 2017). The teachers' main responsibility is to follow norms and values that defines the culture of the concerned institution along with the fairness in the procedures, distribution and interactions that is defined by justice perception (Navneesh, Moses, Rai & Mishra, 2020). The teachers are thus responsible for providing the better interactions in imparting teaching as well as learning facilities in order to bring credibility and ranking of the institutions at par to required standards. This study explored these issues in the context of higher education.

Organizational Culture

The organizational culture denotes the internal integration based upon validity as well as reliability in the institutional actions towards concerned individuals/members for the purpose of maintaining and sustaining institutional strong visions and employees' expectations in diverse situations (Costanza, Jamie, & Arwen, 2015). The institutional culture denotes the behavioral norms that are required by institution from their employees in diverse situation and which needs the additional circumstances in the diverse

manners to respond to institutional actions and values (Tsai, 2011). Organizational culture has been defined under theoretical perspectives as set of understandings, imperative principles, and values that individuals share in common and that help supervisors to arrange activities and make decision in institutions (Boundless, 2015). The culture is amalgamation of fundamental and leading assumptions that poses the actions and reactions in particular context based upon the nature and situation (Tipster, 2013). The institutional culture is important for the employees to hold their experiences towards institutional practices that they expect and deserve in linking to leading parameters associated with the institutional standing, development as well as desired success.

Organizational Politics

The organizational politics has remained the significant phenomenon in organizational context due to its significant role in influencing the organizational outcomes. The politics has not only influencing the attitude and behavior of individuals but also influencing desired performance of the workforces at different levels in the organizations (Atinc, Darrat, Fuller & Parker, 2010). The politics has therefore significant standing concerning the various parameters which are critical for the determination various organizational outcomes in diverse situations (Bedi, & Schat, 2013). Thus, the organizational politics is pervasive and common phenomenon of professional lives of the individuals in organizations (Beugre, & Liverpool, 2006). The politics has remained the interest for organizations in sustaining common roles in connection to various dimensions that are critical for the smooth functioning of activities and practices to the developmental process (Elbanna, Kapoutsis, & Mellahi, 2017). The organizational politics can be understood over its nature and approaches that are used to measure the politics within the organizations (Breaux, Munyon, Hochwarter, & Ferris, 2009). The politics denotes the political skill and political behavioral tendencies through capitalization among individuals in organizations.

Employees Performance

The higher education institutions are more focused upon the phenomenon of performance due the introduction and implementations of various strategic approached about performance management system in institutions (Burton, Sablynski, & Sekiguchi, 2008). The performance management system through various approaches and practices helps in ensuring the strategic values as well as strategic standards and values to endure effectiveness in the efforts and performance (Devonish, & Greenidge, 2010). The performance is thus remained the significant phenomenon in the organizational context that leads the institutions to prioritize their tasks and objective to lead the employees towards higher achievement (Ahmed, & Mostafa, 2017). The commitment of employees is critical in sustaining the desired capabilities that leads employees and organizations towards desired standards in competitive environment. The higher education institutions need respectable performance from the employees due to the emergence of competition in the higher institutional sector with emergence of the private sector higher institutions (Mehmood, Norulkamar & Ahmad, 2016). Employee performance is thus considered as the most significant concept which can cater the situations as per desired standards which further leads organizations towards the strategic values and responses in attaining leading and desired objectives (Abbas, & Yaqoob, 2009).

III. RESEARCH METHODOLOGY

The investigation of research issues in this study and the methods are indicators of the philosophy of positivism which suggests the exploration of the existing realities thereby applying the statistical procedures in native environments to achieve the desired objectives (Nicholas & James, 2008). The researcher used the deductive approach as aligned with the positivist approach by following descriptive and inferential procedures to conduct the study and to achieve the desired objectives in systematic manner. The scholar used the survey approach in this research study to access the population of the study by selecting an appropriate portion of the entire population (sample) under consideration in this study in particular context. The population of this study consists of teaching faculty from the four universities (two old universities & two newly emerged). Thus, the total population of the study comprises 1418 faculty members who were the target population of present study. A sample of 312 was selected thus 312 questionnaires were distributed among which 300 were recollected with 96 percent response rate. The primary and secondary data have been collected through different sources like the secondary from existing literature and primary through the structured questionnaire adopting from the existing research studies. The data was analyzed through different tools and techniques to attain the desired objectives and reach the conclusion.

IV. RESULTS OF STUDY

The results obtained through the statistical procedures have been presented in order to chase the answers of research hypotheses. These results are helpful for readers to understand the outcomes regarding the different assumptions as extracted from theoretical framework about the description of the research variables and relationships among research variables in order to reach the conclusion systematically.

Tables 1 Descriptive Statistics

	N	Minimum	Maximum	Mean	SD
Organizational Culture	300	2.63	6.89	4.9364	1.01476
Organizational Politics	300	1.61	6.10	3.5896	.91268
Employees Performance	300	1.77	7.00	4.3217	1.28007

H₁: Association among Organizational culture, Organizational politics & Employees' Performance

Tables 2 Correlation Analysis (H₁)

		Organizational Culture	Organizational Politics
Organizational Politics	Pearson Correlation	-.271**	
	Sig. (2-tailed)	.000	
	N	300	
Employees Performance	Pearson Correlation	.541**	-.321**
	Sig. (2-tailed)	.000	.000
	N	300	300

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

The association amid research variables (independent, mediator & dependent) were hypothesized through hypothesis # 1 in order to examine the strength and direction of association among the research variables. The result of correlation confirmed existence of association wherein positive and significant associations were found between dependent variable (employees' performance), independent variable (organizational culture) and mediator (organizational politics). The results show that employees' performance is significantly associated with organizational culture (R= .541 & P= .000), and organizational politics (R = -.321 & P = .000). Thus, from the correlation results, H₁ is accepted.

H₂: Organizational politics significantly mediate relationship between organizational culture and employees' performance.

Mediation First Step (a)

Table 3 Model Summary

R	R Square	MSE	F	df1	df2	p
.6710	.4502	.3291	244.0109	1.0000	298.0000	.0000

Table 4 Coefficients of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	-.0748	.2465	-.3035	.7617	-.5599	.4103
Organizational Culture	.8144	.0521	15.6208	.0000	.7118	.9170

Predicting Variable: Organizational Culture

Criterion Variable: Organizational Politics

Mediation Second & Third Steps (b & c)

Table 5 Model Summary

R	R Square	MSE	F	df1	df2	p
.8249	.6804	.3687	316.1154	2.0000	297.0000	.0000

Table 6 Coefficients of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	-1.4670	.2610	-5.6215	.0000	-1.9806	-.9534

Organizational Culture	.6962	.0744	1.3540	.0792	.5497	.8426
Organizational Politics	.6763	.0613	11.0298	.0000	.5556	.7969

Predicting Variable: Organizational Culture, Organizational Politics
 Criterion Variable: Employees' Performance

Mediation Fourth Step (c)

Table 7 Model Summary

R	R Square	MSE	F	df1	df2	p
.5413	.5495	.5179	363.4283	1.0000	298.0000	.0000

Table 8 Coefficients of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	-1.5176	.3093	-4.9071	.0000	-2.1262	-.9090
Organizational Culture	1.2469	.0654	19.0638	.0000	1.1182	1.3757

Predicting Variable: Organizational Culture
 Criterion Variable: Employees' Performance

Table 9 Normal Theory Test (Sobel Test)

Effect	se	Z	p
.1341	.0199	4.1879	.0000

The hypothesis # 2 was about mediating role of organizational politics in the relationship between organizational culture and employees' performance which was hypothesized from the theoretical framework of the current study. The results of mediation offered information about the four paths which are the prerequisites/conditions of the mediation. The first path (a) shows that 45% variance is evident in organizational politics due to organizational culture wherein Beta and p-values shows significant of organizational culture in predicting the organizational politics ($\beta = .8144$ & P-value = .0000) which fulfills the first condition of mediation procedure. The second and third path provided the information about paths (b & c) wherein 64% variance is evident in employees' performance due to organizational culture in significant values ($\beta = .6962$ & P-value = .0792) and organizational politics with significant values ($\beta = .6763$ & P-value = .0000).

The path (c), direct relationship, shows that 55% change is evident in employee performance is due to organizational culture with significant values ($\beta = 1.2469$ & P-value = .0000). Consequently, all mediation paths have been offered significant information in deciding mediation. It is evident that all the p-values for all the mediation paths remained significant except organizational politics in the indirect relationship (.0792) thus, coefficient values have been considered as decision point for mediation. It is evident that coefficient value in direct relationship (path-c) (1.2469) has been reduced to (.6962) in indirect relationship (path- c) while p-values in direct relationship (.0000) became insignificant (.0792) that confirmed that organizational politics fully mediated relationship among organizational culture and employees' performance which has been confirmed by Sobel test wherein total effect is within required threshold values with significant p-value (.0000). Thus, from the results, the H2 about first mediation model is accepted.

V. DISCUSSION

The present study aimed to examine research phenomena (organizational culture, organizational politics and employee performance) in the context of higher education in developing countries like Pakistan. The study was aimed to examine relationships (association & mediation) among research variables where organizational culture, was used as predicting variable, organizational politics has been used as mediating variable while employees' performance has been used as outcome variable. The issues under consideration, have already been explored by many researchers in diverse contexts with diverse outcomes. The results obtained over statistical procedures have been discussed in the light of existing research studies to highlight commonalities and differences in present research and the existing research studies in order to make clear position of current study and to reach conclusion more systematically. The organizational culture is important in sharing norms and values effectively with concerned workforces thereby developing the strategies for shaping the strong culture of the organizations. The strong culture is also important for higher

educational institutions due to its critical role in imparting the important task related with the provision of quality education to the upcoming prosperities.

The culture has been widely researched in the higher education context with diverse outcomes thereby recommending its significance for educational sector, institutional management, employees' efforts and stakeholders' apprehensions (Ali, & Musah, 2012; Zhu, & Engels, 2013; Saima & Akhtar, 2015; Markos, Sang & Muthanna, 2019). In this regard, strong and effective culture is the important element for the institutional development and success which has been widely recognized in different research studies. The present study was aimed to examine the relationships between predicting variables, the mediating variable and criterion variables by developing certain hypotheses from theoretical framework. These hypotheses were chased by using statistical procedures in order to find answers of research questions and to reach the conclusion. In this connection, first hypothesis was about the association among the research variables thereby using correlation. The results show the significant and positive association among all the research variables which have been validated through the results of the previous studies.

The results showed that organizational culture positive and significantly associated with employees' performance ($R = .541$ & $P = .000$) which has evident in existing studies (Ehtesham, Muhammad & Muhammad, 2011; Stephen & Stephen, 2016; Amirreza & Abdollah 2019), thus supported over existing research studies. The results of present study confirmed that organizational politics positively and significantly associated with employees' performance ($R = -.321$ & $P = .000$). The existing research studies provides suitable information about the association between organizational politics and the employees' performance wherein some studies recommended negative and significant association while the other studies confirmed the positive association between the variables. The results of the current study have been validated through the results of the previous research studies as conducted from time to time in different contexts (Chang, Rosen & Levy, 2009; Enyinna, Michael, Lazarus & Ukpai, 2014; Haq, Ali, Anwar, Suleman, Sadiq & Haris, 2019). The organizational politics has been also researched in higher educational context with diverse outcomes which have been presented in support of present study.

VI. CONCLUSION

The current study hypothesized relationships among research variables through different hypotheses extracted from theoretical framework which have been chased over different statistical procedures in order to find the answers of the research questions and to reach conclusion of study systematically. The results of the study provide interesting information about the relationships among the research variables which has been supported and validated through the results of the existing research studies to make clear position of the present study in the existing database of knowledge with the aim that where this study stands in existing database of knowledge. In this connection, this study provides the significant outcomes with respect to relationships among research variables under considerations in context of higher institutions as these institutions are widely considered as significant contributors in providing and imparting effective teaching and learning activities by producing future leadership to different sectors of economies. Therefore, the study validated the influential role of organizational politics in connection between the organizational culture and employees' performance in the context of higher educational institutions.

The decisions are basically the inferences that the researcher extracted from the results of the study to make decisions about each of the research hypothesis concerning with the relationships among the research variables under considerations. The H_1 was about the association among the research variables (predictor, mediator & criterion) by applying the correlation procedure. The results of the study confirmed positive and significant association between organizational culture, organizational politics and employee performance. The decisions about H_1 , from the results, is accepted based upon the outcomes from the correlation about the association. The H_2 was about the mediating role of organizational politics in connecting organizational culture and employees' performance. The results from Hayes process model revealed that the organizational culture fully mediated the link between organizational culture and employees' performance. Therefore, from the results of mediation, the decision about H_2 is accepted based on results from mediation. Therefore, certain recommendations have been extracted and offered from the conclusion to the management of the higher education institutions.

VII. RECOMMENDATIONS

- ✓ The organizational culture is significant for all the organizations especially for the higher educational institutions in sharing the institutional norms and values in order to develop the credibility and success of the institutions. The institutional management is required to implement the strong strategies towards establishing the strong culture leading to higher performances.
- ✓ The organizational politics brings along certain lively as well as dark circumstance for the employees as well as institutions as it inspires the employees to join different groups as per their interests. The institutions are required to cater to the situations as related with the politics within the institutions to control the influences of different cultural groupings in the institutions.
- ✓ The performance is the critical phenomenon that is squarely anchored with the different parameters those which have been investigated in present research. The institutions are required to take suitable measures to inspire their employees to show the respectable performance to upbring standards at par to required level to develop consequences for institutional success.

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