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ROLES OF ORGANIZATIONAL POLITICS IN LINKING ORGANIZATIONAL CULTURE AND EMPLOYEES PERFORMANCE IN HIGHER EDUCATION OF PAKISTAN

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A R T I C L E I N F O	A B S T R A C T
	The universities are playing a leading role in teaching and learning activities by developing the abilities, knowledge, and skills of individuals to make them effective students at the institutional level thereby helping them to become successful professionals in their practical lives. To achieve these tasks effectively, higher institutions are required to put emphasis more on workforces' performances which are squarely anchored on different dynamic factors like the organizational culture, workforces' performance and organizational politics. Thus, this study aimed at exploring the impact of organizational culture on employees' performance over facilitating role of the organizational politics in the higher educational context. The result from statistical procedures confirms the positive and significant association and impact of organizational politics and employees' performance. ©2019 INT TRANS J ENG MANAG SCI TECH.

1. INTRODUCTION

The higher education institutions, due to their indispensable role in offering efficient, effective, updated and applicable knowledge, are considered as dynamic gears for social change and sustainable development (Cullen et al., 2003). In developing countries like Pakistan, this role of universities needs additional efforts on the part of institutional management and government functionaries as these institutions currently facing various financial and administrative restraints which bring the credibility of institutions at stake (Mace & Niazi, 2006). In this perspective, the success and desired ranking of universities are dependents on performance level of institutions. In this regard, the best performances on the part of universities are only a success factor for groomed and developed societies in developing countries like Pakistan (Haider, & Sultan, 2008). In this connection, there are certain other parameters, when not managed properly, can be held liable for performance of institutions in which organizational culture is foremost. Likewise, favoritism and influence for the authority are outcomes of organizational politics which is solely responsible for the credibility and success of

institutions (Tuhaih & Fleet, 2011).

For institutional credibility and success, organizational culture is considered as an effective player in shaping attitude and behavior of their workforces as per to the norms and values of institutions (Ali & Musah, 2012). The esteemed and strong culture is recognized widely as active element for the efficient performance of the workforces and continuous sustainable competitive developments of the higher institutions (Saima & Akhtar, 2015). The organizational politics has been considered as crucial element in affecting institutional credibility since it has been widely recognized to have undesirable impact upon the success of higher institutions. The organizational politics denotes to individuals activities which procure the usages of influence and authority to achieve predictable outcome (favorable) (Labrague et al., 2017). The best performances of the workforces are actually considered the respectable performances of institutions. The experts from various contexts are always involved to enhance the strategic organizational development and performance to achieve required aims and objectives of concerned institutions (Anastasios & Chatzoglou, 2019).

2. LITERATURE REVIEW

The research variables which are extracted from existing research have been presented in the literature review which represents the research variables, their definitions, and inter-relationships with other variables under considerations in particular context (higher education). This section also presented the theoretical framework of study which has been constructed by converted the extracted variables into the conceptual framework from where the research hypotheses have been extracted.

2.1 ORGANIZATIONAL CULTURE

In the context of higher educational institutions, the effective culture is no doubt considered as the basic component for institutional excellence and sustainability in a competitive scenario where the institutional reputation and performances are at stake. The concept of organizational culture is broader term that is not confined into the margins (Thornton & Audrey, 2008). The organizational culture can comprehend in different aspects that what is culture and how to understand it as the culture related to organizational performance and significant factor which possess strong position in organizational success (Ali & Musah, 2012). In the context of higher educational institutions the organizational culture consists of social and ethical norms comes on front line to acquire and achieve moral and cultural values with its diverse features included involvement, consistency, mission, and adaptability (Saima & Akhtar, 2015). The organizational culture is mixture of certain vital parameters which when combined together frame the overall culture of institutions. These parameters are mainly concerned with the development of a strong culture in the institutions (Loong et al., 2018).

2.2 EMPLOYEES PERFORMANCE

The employees' performance is considered as a building block for institutional performance as best performances of employees are the guarantee of institutional success. In the contemporary era, most of institutions are moving towards criteria for evaluating different methods in order to manage the organizational performance according to achieve the desired motives and goals of organization (Bartram & Casimir, 2006). The employees' performance depends entirely on the management strategies for the purpose to acquire the mention goals and objectives which are the main pivot of every institution (Asif & Searcy, 2013). The stability and reputation of institution yield the

performance and outcomes that are measured to meet institutional aims and motives (Ghazi & Abbas, 2018). The term employees' performance includes three basic aspects of the institutional effectiveness and stability which comprise efficiency, effectiveness, responsiveness, and commitment. However, institutional performance involves the actual outcomes linked with institutional credibility and success which is the actual outcome of the performance of their workforce (Anastasios & Chatzoglou, 2019)

2.3 ORGANIZATIONAL POLITICS

In the contemporary era, organizational politics is considered as root cause of organizational destruction and downfall. Organizational politics refers to those deeds of the individuals or groups that are occurred for the purpose to acquire personal or group benefits through unfair means and activities (Harris et al., 2007). The organizational politics is broader term to comprehend and describe in words because the term politics underline informal attitude of the groups and individual concerning the different aspects of the working environment in institution, usually disrupting, illegal practice of authority, biased manner, also come into power not through appropriate means of the authority (Utami et al., 2014). The organizational politics denotes to interests of specific group of individuals for their particular interests in the institutions (Labrague et al., 2017). The organizational politics have diverse effects on performances of the employees and institutions since when personal interests are prioritized instead of the institutional interests (Hossein & Hassan, 2019).

2.4 THEORETICAL SUPPORT

In this research study, each variable/concept is supported by certain theories those which are operative in the background and through the concerned concepts get developed. In this connection, researcher used the theories bridging technique as recommended by Ormont (1990) to bridge the supporting theories and to obtain the desired outcomes. The researcher used Denison and Mishra (1995) theory and instrument for the organizational culture, Ferris (2002) theory and instrument for the organizational politics and Uphoff and Muharir (1994) theory and instrument for the employees' performance. The research tried to bridge the said theories in order to obtain desired information by linking one theory with another theory to introduce new knowledge/information about the research variables and their inter-relationships in particular context.

3. RESEARCH METHODOLOGY

In research methodology, this study is conducted from its inception to its completion by using different statistical methods and procedures. The research design of this study offered the complete package of the systematic applications of different tools and techniques which are prerequisites for conducting the research study thereby achieving the desired objectives.

3.1 RESEARCH DESIGN

This study research design comprises the inferential research design wherein the relationship among research variables is prioritized. The main theme behind the inferential design is to examine the existence of relationship among research variables wherein researchers plan minutely every possible dimension of the research likewise from problem identification to its presentation or communication (Creswell, 2007).

3.2 SURVEY APPROACH

There are several approached recommended by researchers in social science to access the population of the study. The previous studies recommend that the survey approach is widely used to approach the collect primary (first-hand) data from population by using the interviews and questionnaires about opinions and feelings of the respondents (population) to reach conclusions of the study comprehensively (Vehovar & Lozar, 2008).

3.3 POPULATION & SAMPLE

This study population consists of the teaching faculty from four Pakistani universities (two old universities & two newly emerged) comprising the total population of 900 teaching faculty wherein a sample of 276 was selected by using statistical procedures. Among 276 questionnaires, 256 were recollected.

3.4 DATA COLLECTION AND ANALYSIS

The data collection need to be accurate and sufficient data as it is essential to produce systematic and reliable results/outcomes. The primary data is collected from the structured questionnaire as adapted from the previous research studies. In this regard, the correlation, regression and the test of significance tools have been used to analyze the primary data of the study.

4. DATA ANALYSIS & DISCUSSION

The research finding is obtained through data analysis via statistical procedures. The correlation is used to examine association among research variables while hierarchical regression is used to examine cause-effect relationship among research variables under study.

4.1 CORRELATION ANALYSIS

The correlation between variables is presented in Table 1. The hypothesis about association among research variables was examined over correlation and the results provide valuable information. The correlation table shows that there is variables and significant association between employees performance and organizational culture (0.498 & <0.001), between the employees' performance and organizational politics (0.509 & <0.001) and between the organizational culture and organizational politics (0.460 & <0.001). From results, the hypothesis about association is thus accepted and substantiated. The results from the correlation validated the results as the similar results have been presented in existing studies (Harris et al., 2007; Ali & Musah, 2012; Ghazi & Abbas, 2018).

Table 1 Correlation Analysis (Hypothesis # 1) (N =256)

Variables		Organizational Culture	Organizational Politics
Organizational Culture	Pearson Correlation	1	0.460[**]
	Sig. (2-tailed)		<0.001
Organizational Politics	Pearson Correlation	0.460[**]	1
	Sig. (2-tailed)	<0.001	
Employees Performance	Pearson Correlation	**0.498[**]**	**0.509[**]**
	Sig. (2-tailed)	<0.001	<0.001

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

4.2 REGRESSION ANALYSIS

The second hypothesis was about mediation role organizational politics in the relationship between organizational culture and employees' performance. Table 2 result of indirect relationship (path a) shows 40.5% variation in organizational politics due to organizational culture. The result shows that organizational culture has significant impact on organizational politics (.599 & .000).

Therefore, first path of mediation confirmed the Barren and Kenny (1986) condition that path a must be significant.

Table 2 Regression Procedure (Path a)

Model Summary						
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	0.460[a]	0.405	0.404		0.43808	
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1 Regression		81.769	1	135.769	417.091	<0.001
Residual		63.540	254	0.290		
Total		249.309	255			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.452	0.165		2.734	0.007
	Organizational Culture	0.599	0.032	0.640	24.639	<0.001

Predictors: (Constant), Organizational Culture, Dependent Variable: Organizational Politics

Table 3 Regression Procedure (Path b, ć, c)

Model Summary									
Model	R	R^2	Adjusted R^2	SEE	Change Statistics				
					R^2 Change	F Change	df1	df2	Sig. F Change
1	.498[a]	.530	.525	.30166	.630	1043.986	1	254	<0.001
2	.523[b]	.651	.647	.47086	.021	25.318	1	253	<0.001
ANOVA									
Model		Sum of Squares	df	Mean Square		F		Sig.	
1 Regression		313.066	1	313.066		1243.986		<0.001[b]	
Residual		63.923	254	.252					
Total		376.989	255						
2 Regression		320.896	2	160.448		723.691		<0.001[c]	
Residual		56.092	253	.222					
Total		376.989	255						
Coefficients									
Model		Unstandardized Coefficients		Standardized Coefficients		t		Sig.	
		B	Std. Error	Beta					
1	(Constant)	-.936	.154			-6.080		<0.001	
	Organizational Culture	1.067	.030	.911		35.270		<0.001	
2	(Constant)	-1.084	.147			-7.389		<0.001	
	Organizational Culture	.806	.052	.688		15.419		<0.001	
	Organizational Politics	.326	.055	.265		5.943		<0.001	

a. Predictors: Organizational Culture
b. Mediator: Organizational Politics
c. Dependent: Employees Performance

The remaining steps of mediation also confirmed the mediation conditions, Table 3. In model 1 concerning direct relationship (c), the results show a 53% variation in employees' performance is due to organizational culture with significant results (1.067 & <0.000). The second model of regression show 65.1% variation in employees' performance is due to the organizational culture and politics with significant outcomes (.806 & .000 and .326 & <0.000) respectively. Therefore, results confirmed all the mediation conditions by showing that all the paths are significant. The results also confirmed the partial mediation as the increase in R square from 53% to 65.1% and the decrease in Beta value for organizational culture in model 1 (1.067) to (0.806) in model 2. Thus, hypothesis#2 about the

mediation is accepted. The results of the study are in line with previous study results (Ahmad & Shalik 2012; Danish et al., 2014; Nazir & Zamir, 2015; Abbas & Awan, 2017).

5. CONCLUSION

This study aimed at examining the mediating role of organizational politics in relationship between organizational culture and employees' performance. As per suggestions of the existing researchers, the strong culture is stronger predictor of the employees' decent performances as the employees feel satisfied in a cultured environment which is also confirmed by the results of this study. The study confirmed significant association and impact between organizational culture and organizational politics, however, the politics in the institutions can bring some undesirable consequences towards the institutional norms and values. The study also confirmed the positive and significant association and impact of organizational politics and employees' performance as the active politics concerning personal interests can affect the performance of employees undesirably. Therefore, the management of higher institutions is direly needed to take certain well-concerted measures to bring at par the situation by managing and controlling the dynamic forces under considerations in this study. The management of higher institutions is required to manage the politics in the institutions to promote positive culture and to increase performances of their employees and the institutions as well.

6. DATA AND MATERIAL AVAILABILITY

All information on this study can be requested to the corresponding author.

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