



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.
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EMPLOYEES' PERCEPTION OF ORGANISATIONAL POLITICS IN BANKING SECTOR**MRS. K. R. SOWMYA**

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ABSTRACT

Organizational politics means the use of power and influence in organizations. It has been already studied by various authors in various spheres. However the researcher has studied organizational Politics in new private sector and select public sector banks specifically in the banking sector of the main metropolitan city named Chennai. Banks are the backbone of our country and therefore their contribution to the nation should be to the fullest. The researcher has done a Factor Analysis to identify the factors influencing Organisational Politics and A Cluster Analysis to find out the different groups or clusters that may be formed based on the opinion of the respondents.

KEYWORDS

Organisational politics, Chennai Banking sector, Private sector banks, Public sector banks

INTRODUCTION

As Pericles wrote over 2500 years ago, "Just because you do not take an interest in politics doesn't mean politics won't take an interest in you." The consequences of these political events lead those involved to view organizational politics in their own way. Some, who may have been negatively affected by a political incident, perceive it to be a negative influence in organizations, while others, mostly those whose position was advanced by political means, view it as a useful tool in an organization (Ferris & Kacmar, 1992). Since people act upon their perceptions of reality, recognizing and understanding employees' perceptions of politics is of importance to organizations (Lewin, 1936; Porter, 1976).

REVIEW OF LITERATURE

Organisational Politics has emerged as an important variable in organizational research. It has drawn the attention of management scientist and organizational psychologists. This variable is being studied with different perspective in the organization. The earliest comprehensive definition was provided by Mayes and Allen (1977) which is as: "Organizational politics is the management of influence to obtain ends not sanctioned by the organization or to obtain sanctioned ends through non-sanctioned influence means." Sue Jones(1978), University of Bath, in "Organisational politics – only the darker side?" defines politics as "the actions which persons undertake in pursuit of certain personally significant outcomes to influence others whom they see as having the power of various kinds to facilitate or hinder those outcomes and also different and potentially conflicting concerns to their own". According to Mangham 1979; politics is the struggle of reasonable men to have what they consider to be right and proper prevail. More specifically political behavior is defined as organizationally non-sanctioned behavior (e.g., Ferris, Russ and Fandt, 1989; Gandz and Murray, 1980; Porter, Allen and Angle, 1981) which may be detrimental to organizational goals or to the interests of others in the organization (e.g., Ferris et al., 1989; Gandz and Murray, 1980; Porter et al., 1981). Organizational politics refers to behaviors "that occur on an informal basis within an organization and involve intentional acts of influence that are designed to protect or enhance individuals' professional careers when conflicting courses of action are possible" (Drory, 1993; Porter, Allen, & Angle, 1981). Pfeffer (1981) for instance, defines politics as a social function that can contribute to the basic functioning of organisations. Politically motivated behaviours are "those activities that are not required as part of one's formal role in the organization, but that influence or attempt to influence, the distribution of advantages and disadvantages within the organization"; (Farrell & Peterson, 1982, p.405). Mintzberg (1983) refers to OP as being informal, parochial, and illegitimate behavior that is intended to displace legitimate power (p. 172). Mintzberg (1983) defined it as "behaviour outside of the legitimate systems of influence.....pitting individuals or groups against the organisation at large or against each other". (Vredenburg and Maurer, 1984); Political behavior can be defined by the nature of the act or by people's perceptions of what is political. Ariss(1985,p 707) suggested that Organisational Politics consists of intentional acts of influence undertaken by individuals or groups to enhance or project their self-interest when conflicting courses of action are possible. (Drory and Rom, 1988; Kacmar et al., 1999); Political behavior in organizations is mostly covert and subject to differences in perception and people's attitudes and behaviors are determined mostly by their perceptions of reality and not reality per se (Lewin, 1936). (Ferris et al, 1989) define organisational politics as behaviour strategically designed to maximise the self-interests of individuals, behaviour that thereby conflicts with the collective organisational goals or the interests of other individuals. Pfeffer(1992, p.30) defined politics as the processes, the actions, the behaviors through which potential power is utilized and realized. (Morgan 1998); the idea of politics stems from the view that where interests are divergent, society should provide a means of allowing individuals to reconcile their differences through consultation and negotiation. Kacmar and Baron (1999) offered the following

definition: "organizational politics involves actions by individuals, which are directed toward the goal of furthering their own self-interests without regard for the well-being of others or their organization" (p. 4). Dubrin, (2001); defined organizational politics as informal approaches to gaining power through means other than merit or luck.

OBJECTIVES OF THE STUDY

To identify the factors influencing Organisational politics in an organization from the extensive review of Literature.

To classify the type of groups existing with relevance to Organisational politics.

To give suggestions to the Banking sector about the existence of Organisational politics.

RESEARCH METHODOLOGY

The methodology of the study is based on the primary as well as secondary data. The study depends mainly on the primary data collected through a well-framed and structured questionnaire to elicit the well-considered opinions of the respondents. The study is confined to a few selected Public and New Private Sector Banks in Chennai. The researcher has taken 8 PSBs and 5 NPSBs located in Chennai City.

Multi-Stage Random Sampling Method was used in the study to select the sample. A **multistage random sample** is constructed by taking a series of simple random samples in stages. In a multistage random sample, a large area, such as a country, is first divided into smaller regions (such as states), and a random sample of these regions is collected. In the second stage, a random sample of smaller areas (such as counties) is taken from within each of the regions chosen in the first stage. Then, in the third stage, a random sample of even smaller areas (such as neighborhoods) is taken from within each of the areas chosen in the second stage. If these areas are sufficiently small for the purposes of the study, then the researcher might stop at the third stage. If not, he or she may continue to sample from the areas chosen in the third stage, etc., until appropriately small areas have been chosen-Valerie J. Easton and John H. McColl's Statistics Glossary v1.1). Similarly in this study out of the whole country Chennai is chosen as the first step, In Chennai whether public sector or private sector bank is the next stage of random sampling and in which level within private or public sector bank is the third step of random sampling.

A total of 120 questionnaires have been distributed and out of which 60 from PSBs and 60 from NPSBs were received. After the scrutiny of these questionnaires, 8 questionnaires from PSBs and 12 questionnaires from NPSBs were rejected on account of incomplete responses. Finally, 100 completed questionnaires were used for the present study.

STUDY AREA

The study is confined to a few selected Public and New Private Sector Banks and for this purpose the following 8 Public Sector Banks and 5 New Private Sector Banks are considered as the sample domain:

Table 1.1

S.No	Public Sector Banks	No. of Branches in Chennai City	S.No.	New Private Sector Banks	No. of Branches in Chennai City
1	Bank of India	32	1	Centurion Bank of Punjab	7
2	Canara Bank	59	2	HDFC Bank	28
3	Indian Bank	103	3	ICICI Bank	28
4	Indian Overseas Bank	69	4	Indus Ind Bank	3
5	Punjab National Bank	32	5	UTI Bank	16
6	State Bank of India	83			
7	Syndicate Bank	31			
8	Vijaya Bank	24			

Source: Websites of the Banks selected for the study

Out of the 20 PSBs and 8 NPSBs operating in Chennai City 8 PSBs and 5 NPSBs are selected at random for the study. The researcher has obtained the responses from 25 percent of the branch offices of select banks rationally. These branches have been selected in Chennai City comprising of 10 Zones. (www.chennaicorporation.com).

RESEARCH MEASURE- PERCEPTION OF POLITICS

Ferris (1989) defined this variable as the degree to which respondents view their work environment as political and therefore unjust and unfair. Kacmar and Ferris (1991)¹ in one attempt developed a universal tool containing 31 statements to evaluate the psychometric properties of the Perception of Politics scale (POPS).

Kacmar and Carlson (1997)² further used the above measure and suggested that it be reduced to 15 items after testing it in various settings. However the researcher has considered the 31 items proposed by Kacmar and Ferris (1991) and the 15 items modified by Kacmar and Carlson (1997) for this study. 38 items were selected from the total 46 items according to the relevance of the study area and was modified in words according to the requirement of Indian Scenario. The modified questionnaire was tested for its reliability and its Cronbach's Alpha Co-efficient was 0.837.

Sample items include:

- I will disagree with my superior to implement my ideas at work.
- Favoritism rather than merit determines the success of a person in my organization.
- Hard workers are not rewarded in my organization.

1- (Gerald.R.Ferris and K.Michele Kacmar – 1991)- Perception of Organisation politics; Journal of Management 1992, Vol 18, No.1,93-116.

2-(K.Michele Kacmar and Dawn.S.Carlson-1997)-Further validation of the Perception of Politics Scale (POPS): A multiple Sample Investigation; Journal of Management 1997; vol 23, No 5, 627-658.

ANALYSIS AND INTERPRETATION

FACTOR ANALYSIS- Factor analysis by principle component method extracted 6 predominant factors as shown below: The total variance of the 38 items is found to be 100% which is significantly greater than the benchmark variance value 60%. The factor segmentation is revealed through the correlation values exhibited in the communalities table.

RELATION WITH SUPERIOR "My supervisor helps employees to protect himself / herself – 0.994", "My superiors communicate with me in order to make himself/herself look better, not to help me – 0.910", "Managers in my organization select people only who will be helpful for them – 0.889", "The performance appraisal done by supervisors reflect more of the supervisor's "own agenda" than the actual performance of the employee – 0.849", "I will disagree with my superior to implement my ideas at work – 0.816"

COWORKER BEHAVIOUR "A co-worker is helpful because he expects to get something in return from me – 0.925", "There are in-groups which hinder the effectiveness in my organization – 0.902", "My co- workers help themselves not others – 0.745", "When I need help at work I can always rely on a co-worker to lend a hand - 0.714", "Other department connections are very helpful when I require a favour – 0.596"

GOING ALONG TO GET AHEAD "Agreeing with powerful others is the best alternative in this organization – 0.991", "Sometimes it is easier to remain quiet than to fight the system – 0.927", "Telling others what they want to hear is sometimes better than telling the truth – 0.902", "It is safer to think what you are told than to make up your own mind – 0.745", "It is better not to rock the boat in this organization – 0.614", "Employees in my organization are encouraged to speak out frankly – 0.494", "In my organization best crisis managers are successful survivors – 0.462"

PAY AND PROMOTION POLICIES "Hard workers are not rewarded in my organization – 0.966", "My organizational pay and policies are specific and well defined – 0.912", "When it comes to pay raise and promotion decisions, policies are irrelevant – 0.883", "Favoritism rather than merit determines the success of a person in my organization – 0.865", "The stated pay and promotion policies have nothing to do with how pay raises and promotions are determined – 0.741", "Pay and promotion policies are always political – 0.671", "Pay and promotion are not consistent with the published policies – 0.613", "Promotions are given to best performers in my organization – 0.516", "Pay and promotion policies are generally communicated in my organization – 0.504"

INDIVIDUAL INFLUENCE "I can survive well if I am a good person even if I don't have quality in work – 0.884", "People who are willing to voice their opinion seem to do "better" than those who don't – 0.842", "It normally takes only a couple of months for a new employee to figure out the survival techniques in an organization – 0.775", "I don't care what others do, as long as the actions of others don't directly affect me – 0.533", "I can usually get what I want around here if I know the right person to ask – 0.470"

ORGANISATIONAL INFLUENCE "People in my organization attempt to build themselves by tearing others down – 0.925", "Working hard is not sufficient to stay in my organization – 0.907", "The policy changes made in my organization benefit only a few individuals; not the entire work unit – 0.881", "There is always an influential group in my department that no one ever crosses – 0.835", "When objective standards are not specified, it is common to see many people trying to define standards to meet their needs – 1.000", "Employees in my organization usually don't speak up for fear of revenge by others – 0.828", "In my organization people deliberately distort information requested by others for purposes of personal gain, either by withholding it or by selectively reporting it – 0.645".

Table 1.2: Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Relationship with superior	19.689	51.813	51.813	19.689	51.813	51.813	12.347	32.492	32.492
Coworker Behaviour	6.663	17.534	69.347	6.663	17.534	69.347	7.556	19.885	52.377
Going along to get ahead	4.789	12.603	81.950	4.789	12.603	81.950	6.779	17.839	70.216
Pay and Promotion Policies	3.063	8.061	90.010	3.063	8.061	90.010	6.562	17.268	87.485
Individual Influence	2.683	7.060	97.071	2.683	7.060	97.071	2.962	7.795	95.280
Organisational Influence	1.113	2.929	100.000	1.113	2.929	100.000	1.794	4.720	100.000

Extraction Method: Principal Component Analysis.

The total variance table explains that among 6 variables "Relationship with superior" with a highest variance of 32.492% influenced politics in the banking sector; followed by "Coworker Behaviour" with a variance of 19.885%; The third predominant factor influencing politics was "Go along to get ahead" with a variance of 17.839% ; followed by 17.268% variance for "pay & promotion policies"; followed by "Individual Influence" with variance of 7.795% and last is the "Organizational Influence" with 4.720% of variance.

A perceptual difference among the employees based on their Perception of Organisational Politics with relevance to Going Along to Get Ahead, Relationship with supervisor, coworker behaviour, pay & promotion, Individual Influence, and organizational influence was done using cluster analysis. K-Means Clustering is a method of cluster analysis which aims to partition n observations into k clusters in which each observation belongs to the cluster with the nearest mean. K-Means cluster analysis is exploited to classify the employees of PSBs and NPSBs based on the Perception of Organisational Politics. The results are interpreted as below.

Table 1.3

	CLUSTER 1	CLUSTER 2	CLUSTER 3
Relation with Superior	5(VS)	4.8(VS)	3.83(S)
Coworker Behaviour	3(m)	3.8(S)	3.68(S)
Going along to get ahead	3.22(S)	3.86(S)	4(S)
Pay & Promotion policies	2.9(W)	3.22(S)	3.84(S)
Individual Influence	2.92(W)	3(N)	3.96(S)
Organisational influence	2.69(W)	4.29 (VS)	3.74(S)

Cluster	1	40.000
	2	10.000
	3	50.000
Valid		100.000
Missing		.000

NUMBER OF CASES IN EACH CLUSTER

From the cluster table the employees are classified as self motivated, fair and aggravated employees. The 1st group of people who were 40% had weak perceptions of politics with respect to Relation with Superior, Coworker Behaviour, Going along to get ahead, Pay & Promotion policies, Individual Influence & Organisational influence. Therefore this cluster is known as "self motivated employees". The 2nd group comprises 10% of the employees had moderate perceptions of politics with respect to Relation with Superior, Coworker Behaviour, Going along to get ahead, Pay & Promotion policies, Individual Influence & Organisational influence. It is suitable to name them as fair employees. The 3rd group comprises 50% of the employees had high perceptions of politics with respect to Relation with Superior, Coworker Behaviour, Going along to get ahead, Pay & Promotion policies, Individual Influence & Organisational influence. This cluster is known as aggravated employees.

CONCLUSION

The perception of politics in banks and their rarified heights are also obtained through the factors relationship with superiors and coworker behavior. Behavioural concepts clutch the organization politics in banks. In particular get along with superiors and subordinates on the basis of 360° appraisal and management policies on pay & promotion policies and mutual delivery of top level management and middle level managers perception towards organizational development. It is abundantly found that both individual & organizational factors create an atmosphere of politics in commercial banks.

Extensive review of literature on organizational politics from various studies has revealed Job Satisfaction, Job Involvement and organizational commitment as the usual determinants and Turnover Intention, Negligent Behaviour & Absenteeism as its outcome variables. However the researcher taken steps to classify the employees based on Perception of Organisational Politics alone in this study. From the above analysis it may be interpreted that around 50% of the people had high perceptions of organizational politics, which shows a bad signal for the banks of the present scenario. 40% of employees have shown weak perceptions of politics is a good signal. Either they have learned to live with politics or they have adapted themselves to the situation for survival reasons. Though only up to 10% of employees' moderately perceived organizational politics it has to be viewed seriously because it may be converted to high perception of politics in the long run. This shows a need for improvement situation because it leads to fall in productivity and in the growth of the banking sector. Such employees must be cared for and counseled in order to contribute effectively to the organization. Banks being the financial backbone of the country will be ruined only by such high politicking people. They have a capability to influence all others of the banks and therefore the entire internal setup.

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