
PSYCHOLOGICAL CAPITAL MODERATES THE RELATIONSHIP BETWEEN PERCEPTION OF ORGANIZATIONAL POLITICS AND TURNOVER INTENTION AMONG HIGH SCHOOL TEACHERS OF SARGODHA DIVISION, PAKISTAN.

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ABSTRACT

The purpose of this research paper is to shed light on relationship between Perception of Organizational Politics and Turnover Intention among High School Teachers of Sargodha Division in Pakistan as a moderating effect of psychological capital. Perception of Organizational Politics is very important aspect of organizations. The employees are greatly influenced by the political environment and it leads too many negatives outcomes. Overall two hundred and ten survey questionnaires were distributed among High School Teachers of Sargodha Division, from which two hundred and four useable questionnaires (for a response rate of 97.14%) were returned back and data was entered into SPSS 16.00 for further analysis. The paper seeks to investigate that Psychological Capital fully moderate the relationship between perceptions of organizational politics and Turnover Intention. The limitations and recommendation are also being provided.

Keywords: *Turnover Intention, Perceived Organizational Politics, Psychological Capital, High School Teacher, Sargodha Division.*

1. Introduction.

Over the past many decades, Perceived Organizational Politics (POPs) is assumed an important subject of inquiry in the field of organizational behavior (OB) and is commonly viewed as a source of tension, anxiety and fear for the employees of organization (Ferris, Russ, & Fandt, 1989; Chang, Rosen & Levy, 2009). The effects of Organizational Politics on organizational outcomes (such as job stress, job satisfaction, turnover intention, and organizational commitment) are not detrimental (Ferris, Harrel-Cook & Dulebohn, 2000). Perceived organizational politics has many outcomes factors that affect the job performance of the employee's. It also affects behaviors of the employee's (Campbell (1990). Among other important outcomes such as organizational citizenship behavior, job satisfaction, job involvement and organizational commitment only turnover intentions was selected for the current research study instead of quitting of employees because intentions lead to actual quitting (Ajzen, 1991). The employees of public sector firms are more likely to quit the job in the presence of organizational politics compared to the employee's private sector organizations.

Current research was done to examine the relationship between Turnover Intention (TI) and (POP), as a moderating effects of psychological capital among the high school teachers of Sargodha division, Pakistan.

2. Statement of Problem

Politics is the main part of life of the organizations. This necessary evil is a reality and therefore can be largely seen at the workplace. The influence of organizational politics has been shown in a variety of domains (Kacmar & Baron, 1999). It can be viewed as positively (Hochwarte, Perrewê, Ferris, & Guerico, 1999) and also negatively (Ferris et al, 1989).

Previous many studies have found that perceptions of politics influences to organizational Outcomes negatively, including job involvement (Cropanzano et al, 1997), employee performance (Witt, 1998) and job anxiety (Valle & Perrewe, 2000). Thus the perception of organizational politics has a tremendous negative effect on worker of the organization (Aslam, 2016) and the purpose of this research study is to find out that at what extent to which Psychological Capital moderates the relationship between Perception of Organizational Politics (POP) and Turnover Intention (TI) among the high school staff of Sargodha division, Pakistan.

3. Research Questions

To evaluating the relationship between Turnover Intention and Perception of Organizational Politics, as moderating effects of Psychological Capital., this research study answer the following questions.

Research Questions1: Does Perception of Organizational Politics influence Turnover Intention?

Research Questions2: Does Psychological Capital perform the moderating role on the relationship between Turnover Intention and Perception of Organizational Politics?

4. Objectives of study

1. To determine the relationship between perception of organizational politics and turnover intentions.
2. To examine the moderating role of psychological capital on the relationship between organizational politics and turnover intentions.

5. Literature review:

5.1 Perceived organizational politics

The phenomenon of organizational politics was firstly introduced by Burns (1967) in academic literature. Politics occurs in organizations when others are made usage of organizational resources in competitive way. Mays and Allen (1977) defined organizational politics as the ways of management to obtain benefits not sanctioned by the organization or to obtain sanctioned benefits through non-sanctioned ways.

Basically politics is ones behavior that shows his narrow thinking, ones take some authority and power through illegally and without taking permission from higher management, and creates the conflict in organization intentionally.

Politics in organization is a strategically designed behavior of individual to maximize their own interests. Politics may be in positive way for increasing the interest of employees in their formal jobs and to increase their efficiency. Politics may increase the competition among the workers and they try their best to work hard to and to compete with others.

On the other hand, politics reflect a negative image in minds of workers. Organizational politics is a technique followed by negative approach and direction and also described as negative feeling and insulting remarks for a employees.

5.2 Psychological Capital

The concept of Psychological Capital can be derived from the movements towards positive psychology & positive organizational behaviors in the organizational framework. Positive psychology includes hope, happiness, benefits, motivation, courage, satisfaction (Seligman et al., 2000). Psychological Capital means the individual's positive psychological state for development about some positive psychological capacities such as consciousness of the future, civic virtue and tolerance (Luthans et al., 2007). According to the studies of Luthans et. al. (2004) four positive psychological Capacities (i.e. Hope, Optimism, Resilience and Self- efficacy) are open to develop and can be measured further. Hope is a motivational condition which comprises of two main positive things (Snyder et al.,1991), 1. Agency- goal oriented energy 2. Path way path or plans to achieve the goals and this state is based on the success of plans. Stajkovic and Luthans (1998) defined self-efficacy as individual's self confidence about abilities that s/he may possess.

Masten and Reed (2002) simply stated that Resilience is a positive response or reaction about adversity. Seligman (1998) defined optimism is an attribution style for explanation of positive events in the shape of permanent , personal causes and the negative incidents in the shapes of temporary, external and situation-specific ones. Psychological Capital were found to be positively related with many organizational outcomes at workplace like Job satisfaction, Organizational Citizenship Behaviour, organizational commitment etc. and negatively with employees burnout , employee absenteeism and intention in the organization.

5.3 Turnover Intention

A turnover intention is a mental approach with reference to which the job is to be to continued or not. (Jacobs and Roodt, 2007). Turnover intention is highly related to turnover behavior (Boles *et al*, 2007).The turnover of the workers may be both voluntary and involuntary. This study only considered turnover as voluntary, in which the employee leave the organization at his/her own preference.

Turnover Intention is the perception of employees that s/he will stay with or leave the organization in which s/he is presently working (Elangovan, 2001).There is a linkage between job satisfaction and job performance to an individual's turnover intention in the organization (Glissmeyer, Bishop&Fass, 2007) . Many variables are linked with employee turnover; it is typically showed that that job satisfaction, organizational

commitment and intention to quit are the most important antecedents of employee turnover (Elangovan, 2001). If Person job fit will increases then employee's intention to quit the job will decrease and employees will be committed towards organization.

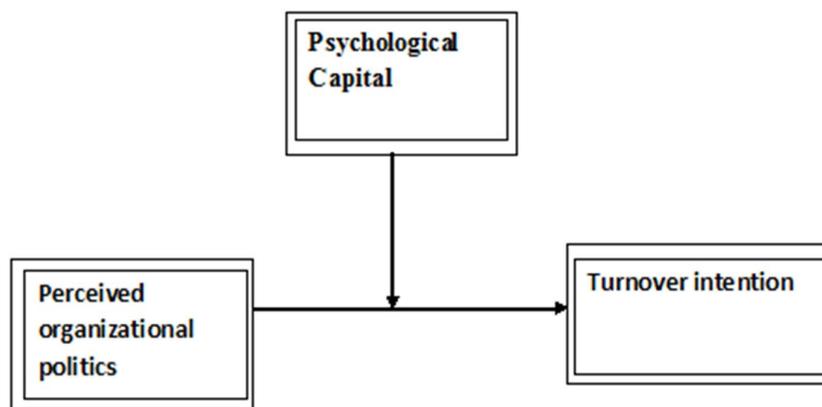
On the basis of above literature review, proposed research model and hypotheses are given.

H1: There is positive relationship between perceptions of Organizational politics and turnover intention.

H2: There is negative relationship between perceptions of Organizational politics and Psychological Capital.

H3: Psychological Capital will moderate the relationship between perceptions of Organizational politics and turnover intentions.

6. Proposed research model



7. METHODOLOGY

7.1 Sampling Procedure

For achieving the main objectives of this research study, convenience sampling technique was used. Data has been collected from the teaching staff of high school of Sargodha division through questionnaire. Simple random sampling technique was used for data collection and a sample of 210 respondents was selected to collect data from teachers of Sargodha division.

The questionnaire consists of demographic Variables, Psychological capital, turnover intention and Perceived Organizational Politics (POPs). All the respondent were required to fill the questionnaire on the five point likert scale with 1 showing strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 for strongly agree. These measurements have been described as under:

7.2 Control Variables

Three demographic variables were used in this research study. The variables were participant gender; employment status (government or private) and age of respondent. The employment status (government or private) were not separately analyzed in this study.

7.3 Measuring instrument of variables

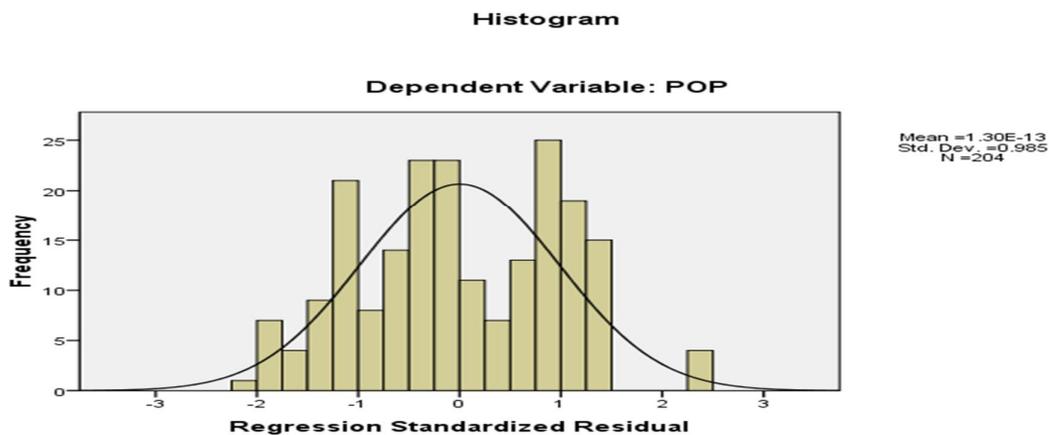
1. Perceived Organizational Politics: for measuring the perceived organizational politics, 15 items scale given by Kacmar (1997) were used. Sample items include: “favoritism, rather than merit, determines who gets ahead in this organizations.” and “employees are encouraged to speak out frankly, even when they are critical of well established ideas.” Results of reliability test $\alpha = 0.774$ showed that there exists internal consistency among all items of this variable.

2. Psychological capital: 24-item scale given by (Luthans, Youssef & Avolio, 2007) was used to measure the psychological capital . The sample items include .” I feel confident that I can accomplish my work goals.” Results of reliability test $\alpha = 0.896$ showed that there exists internal consistency among all items of this variable.

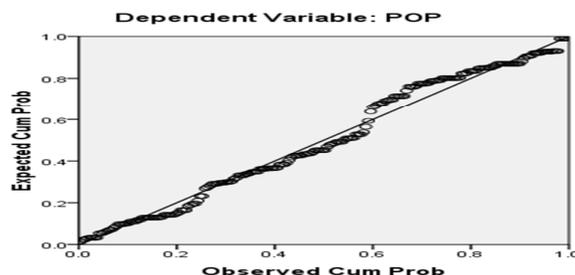
3. Intention to leave: for measuring the intention to leave of high school teachers , 3 items scale given by Driscoll and Benhr’s (1994) were used. The sample items were, “How often do you think of leaving your present job?” and “How likely are you to look for a new job within the next year?”. The value of $\alpha = 0.724$ showed that there exists internal consistency among all items of this variable.

7.4 Normality

Researcher uses the probability plot and histogram to test the normality of the study.



Normal P-P Plot of Regression Standardized Residual



7.5 Demographic variables

Sample of this study consisted of high school teachers ($N = 204$) including male teacher ($n = 127$) and female ($n = 77$) and teacher were also categorized as private ($n = 150$) and government employees ($n = 54$) from schools of Sargodha. The teacher ($n = 34$) having the age less than 25 year and teacher ($n = 119$) were in the mid of 25 to 40 year and ($n = 51$) were above 40 year old.

7.6 Data Analysis and Results

Researcher uses the correlation and hierarchical moderated regression analysis to test hypotheses of this research study. The correlation results show that Perceived organizational politics is positively related with turnover intention and inversely linked with psychological capital.

7.7.1 Correlation

Table 1

	Perceived Organizational Politics
Intention to Leave	0.584**
Psychological Capital	-0.365**

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

The hypothesis H1 of this study is being accepted as ($r = 0.584$ $p < 0.01$, $n = 204$) for perceived organizational politics and turnover intention and it is significant at 0.01 level. The value of $r = 0.584$ showed that organizational politics will explain 58% of the variance in turnover intention. This shows that, increasing levels of organizational politics was directly associated with increasing in the turnover intentions of employees at work place and vice versa (Hochwarter et al., 1999 ; Aslam, 2016). The relation between moderator (psychological capital) and dependent variable (POPs) were also being showed in correlation table as ($r = -0.365$ $p < 0.01$, $n = 204$). The hypothesis H2 study was also being accepted and this negative relationship showed that, increasing levels of organizational politics will directly influence to psychological capital and vice versa.

7.7.2 Regression analysis

The aim of regression analysis is that it confirms the direct relationship among variables. In first step of regression analysis , researcher control the demographic variable because it significantly affects the dependent variables in the study. In second step, researcher took perceived organizational politics as an independent variable.

Turnover intention:

The first hypothesis predicts that perceptions of Organizational politics has a positive effects on turnover intention and it is supported by ($\beta = 0.572$, $p < .001$).

Psychological capital

The second hypothesis predicts that perceptions of Organizational politics has negative relation with Psychological capital and it is support by the regression analysis. ($\beta = -0.326$, $p < .001$).

Moderation analysis:

For analyzing the relationship between Turnover Intentions and Perceptions of Organizational Politics, as a moderating effects of Psychological Capital. Researcher check the existence of moderator and created interaction term. In step one of the analysis, researcher uses the control variable and in second step,

independent variable (perceived organizational politics) and moderator (Psychological Capital) were added .In the last step of regression analysis, interaction term (Psychological Capital × Perception of Organizational Politics) were added.

Table 2

Variables	B	R ²	ΔR ²
Turnover Intention			
Predictors			
Main effects			
Step 1			
Control Variables		0.058	
Step 2			
POPs	0.572**		0.347
		0.360	

Existence of relationship between Turnover Intention and Perception of Organizational Politics, as a moderating effects of Psychological Capital

Psychological Capital moderates the relationship between Turnover Intention and Perception of Organizational Politics because the beta in front of the interaction term is significant ($\beta=-0.223, p<.01$) and it supports to hypothesis H3 of the study. Beta value ($\beta=-0.223$) showed that one unit change in interaction term of the study will bring 0.233 unit change in Perception of Organizational Politics and intention to leave and hence researcher accept the H3 of the study . It showed that negative relationship between perceived organizational politics and intention to leave will be minimal if there will be psychological capital.

Table 3

Variables	B	R ²	ΔR ²
Turnover Intention			
Step 1			
Control Variables		0.00	
Step 2			
POPs	0.521**	0.373	0.357
PS	-0.326**		
Step 3			
<i>Interaction term</i>			
POPs*PS	-0.223 **	0.399	0.354

8. Findings

The relationship between Turnover Intention and Perception of Organizational Politics with the moderating effects of Psychological Capital is significant and it is clearly shown that Perception of Organizational Politics (POPs) affects the performance of employees. Psychological Capital played the moderating role in this research paper. The employees, who feel politics at their work place, as a result they may quit the job. The findings of this research study are consistent with past theoretical notions and empirical research.

For checking the normality of data histogram and PPT plot was applied and for checking reliability of data, Cronbach's Alpha was used. This test guides to researcher that the data is either reliable or not for further research. Likert scale was used for recording the response of data from the respondent of high school teachers of Sargodha division, Pakistan. The present research study consists of two (2) research questions. The research questions¹ of the study was supported by the previous Literature (Aslam, 2016). The research questions² was also being answer in this study and it was revealing that does Psychological Capital perform the moderating role on the relationship between Turnover Intention and Perception of Organizational Politics?

In simpler words, if the employees are fit with environment then, they will be more prone to do their respective roles, therefore politics does not influence their attitude at that time. This study has proved a positive effect of organizational politics on turnover intentions of the employees. So, decision makers should keep in mind before applying such sort of policies and the mechanism of all policies should be to encourage employees and to bring them a sense of honor inside the organization.

9. Limitation

Data was collected data from only Sargodha division. So the result may vary if data will be collected from the teaching staff of all over the Pakistan. The employment status (government or private) were not separately analyzed in this study.

10. Recommendation

Future research in this area should analyze the role of other contextual moderators in the relationship between perceived organizational politics and turnover intention. Future research studies should also focus on providing a more detailed analysis of the dimension of perceived organizational politics and their relative influence on different job outcomes. Moreover, it is also being encourage to future research with other predictors and consequences of both constructs like for perceived organizational politics in the similar study at same sector or at different sector can be performed with other predictors of perceived organizational politics such as Organizational characteristics, training and development , human resource practices and Career Development opportunities.

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