PERCEPTION OF POLITICS (POP) AND MEDIATING ROLE OF JUSTICE ON JOB SATISFACTION AND WORK RELATED BURNOUT AMONG ADMINISTRATIVE AND ACADEMIC STAFF IN UNIVERSITIES OF SINDH

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ABSTRACT

The politics generally have negative impact on employee's workplace attitudes ultimately on overall organization. This study explored that some variable have positive relationship with politics including burnout while few variables having negative relation with politics including job satisfaction. Moreover the study also explored that the presence of organizational justice can lessen the negative effects of perception of organizational politics and Burnout within employees and can dramatically increase job satisfaction of individuals. We tested these relationships in sample of 150 (administrative and non administrative) staffs of three public sector universities of sindh province including University of sindh, jamshoro, Mehran university of engineering and technology and Sindh agriculture university.

Keywords: *Organizational Politics, Organizational Justice, job satisfaction, burnout.*

Introduction

According to the Aristotle "man is a political animal". Because man is political in nature we cannot neglect this fact. Therefore usage of political tactics is very common within organization and in the result of these political events employees influenced in number of ways. People who are negatively affected by these events may perceive politics as negative and who get beneficial by these events may perceive politics as positive. As said by Lewin in 1936; Porter in 1976 most of people believes on their perceptions of reality rather reality itself, so be aware of and understand the perceptions of politics of employees is very crucial work for organizations. Ferris & Kacmar, 1992 explored in their study that the employee's perception of politics in working place can affect their job. These perceptions can hugely affect their feelings about their organization, supervisors and colleagues, and can massively impact the outcomes, satisfaction about their job, and their turnover intension. By adding up one factor can dramatically change employees' negative perception of politics within organization and that is Justice.

Organizational justice is a most authentic tool for decreasing these negative influences of organizational politics. In addition according to Ferris, 1989 tthis perceived justice minimizes the uncertainty at workplace within organization and also perception of politics within organization. The perception of justice can decrease the negative effects of politics.

Literature Review

Organizational Politics

An extensive literature has been accumulated in recent years about organizational politics and their relationship with organizational Justice and other workplace attitudes. Theoretical evidences in past recommend that politics often a hinder for regular organizational processes including decision making, promotion, production and rewards and damages productivity and performance of the individual as well as for organization as whole.

Organizational justice

Organizational justice is concerned with employee perceptions of fairness at workplace. Therefore having equity and fairness in organization impacts on employees by number of the ways, like it gives evidence that administration of that institution is trust worthy and have moral and ethical standards. However, the origin of organizational justice is developed by Adam's equity theory (Adams, 1963, 1965) .Greenberg (1990) stated organizational justice as the phenomenon which attempts to describe and explain the role of fairness in the organization. According to Deutsch in 1985 the research of Adam is concentrating on fairness of pay or outcomes of individual at workplace.

Types of organizational justice

The distributive and procedural justice is widely used classification of justice to describe organizational justice (Cropanzano & Folger, 1998).As said by Adams in 1965; Deutsch in 1975; Homans in 1961; Leventhal in 1976 the distributive justice refers to the fairness of outcome and reward distribution systems, and according to Leventhal,1980;Leventhal et al.,1980; Thibaut & Walker, 1975 the procedural justice refers to the fairness of the procedures used by which outcome received. These two main dimensions of organizational justice which are concisely explained below:

Distributive justice

A c c o r d i n g t o t h e Lambert in 2003 and Sezen in 2001 the term distributional justice is refers to the fair distribution of procurements among Employees in organization. distribution of equal acquisitions which are including duties, goods, services, opportunities, punishments, awards, roles, statutes, wages, promotions, etc. However these shared things could have financial value, they could also have social positions, working roles or opportunities (Irak, 2004).

Procedural justice

Procedural justice refers to fairness of the process or procedures which used to determine outcomes or pay within organization (Folger & Greenberg, 1985; Lind & Tyler, 1988).

According to the Leventhal, 1980; Thibaut & Walker, 1975 the study of justice purely defines the results of allocations of reward and the s t u d y o f distributive justice refers to the process of making the allocations.

The two main theories explain the significance of procedural justice one of them is Control Theory introduced by Thibaut and Walkerin in 1975 who stated the concept of procedural justice. According to the control theory, the employees in organizations want to control over the things which happen to them. Fair procedures are crucial element because they allow individuals to control over the outcomes.

Organizational justice – job satisfaction

According Robbins et al in 2008 the job satisfaction defined as "a positive feeling about one's job resulting from an evaluation of its characteristics". More generally, Cranny, Smith & Stone in 1992 explore that it is also concern to an emotional or affective response of employee towards his/her specific job .

According to numerous researchers the decreased level of job satisfaction is allied with several workplace factors like role ambiguity, role conflict, role overload, which usually lead to medical problems (Lambert & Paoline in 2005; Lambert, Hogans, Paoline & Clark in 2005; Lambert, Reynolds, Paoline & Watkins in 2004).Whereas according to other researchers there are also other factors including job autonomy, job variety, training, supervision quality and perceptions of rightful treatment, fairness in decision making process, training and pay or outcome satisfaction of e m p l o y e e s i n o r g a n i z a t i o n have s i g n i f i c a n t r e l a t i o n s h i p w i t h h i g h level of job satisfaction (Hepburn in 1987; Stohr et al in 1994; Whitehead & Lindquist in 1986; Wright et al., in 1997; Hepburn & Knepper in 1993; Dennis in 1998; Griffin in 2001;Griffin, Armstrong & Hepburn in 2005; Lambert, et al in 2002; Lambert in 2004;Lambert et al in 2004; Lambert & Paoline in 2005; Lambert et at in 2006).

Perceptions of politics and organizational justice

This study explored that the two dimensions of organizational justice including procedural and distributive justice are negative correlated with the organizational politics.

Due to justice, relationships within organization can be stronger or can be also weakened due to employee's Perception of politics.

Politics and Job satisfaction

Many prior researches have suggested that the social climate of organization have great influence on job satisfaction. In 1980, Gandz and Murray surveyed more than 400 respondents about their perception of workplace politics and job satisfaction. And the result concluded that Perception of organizational politics appeared as a negative factor. Likewise in 1992 other researches including Ferris and Kacmar originate same findings.

Politics and burnout

In 1974 one researcher named Freudenberger first mentioned the word burnout and it was considered as an "occupational hazard". According to Freudenberger burnout as is a loss of energy or control due to failure, and overload of work or her/his work is exhausting of person's internal resources because of not meeting demands"

Conceptual Framework

The framework of this research study proposed that the organizational justice and its dimensions including procedural justice and distributive justice impacts a lot on organizational politics and both affect employee's job satisfaction and work related burnout. Furthermore the framework revealed that the perception organizational politics (POP) and the two dimensions of justice (procedural and distributive) are independent, while job satisfaction and work related burnout are dependent variables in this study.
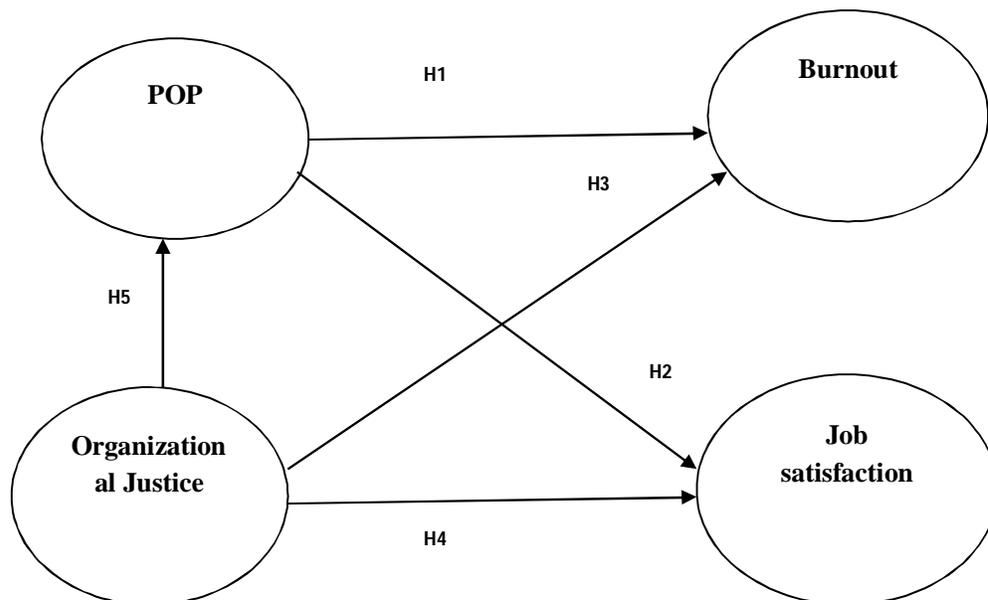
4. Proposed Hypothesis

Hypothesis

Hypothesis 1: POP is positively related to burnout.

Hypothesis 2: POP is negatively related to job satisfaction.

Hypothesis 3: Procedural and distributive justice has negative relation with Burnout.

Hypothesis 4: Procedural and distributive justice has positive relation with job Satisfaction.

Hypothesis 5: Procedural and distributive justice has negative relation with POP.

5. Methodology

The primary data was collected from the administrative and non administrative staff of different universities of sindh province e.g University Of Sindh Jamshoro, Mehran University Of Engineering And Technology, Sindh Agriculture University.

The sample size was randomly selected from teaching and administrative staff of universities. 200 questionnaires were distributed 110 questionnaires were received. The nature of data was cross-sectional. Factor analysis, Multiple regressions were used as statistical tool. SPSS version -22 was used for data analysis.

Survey Instruments

For survey instrument tool the standard questionnaires were used. The questionnaires were closed ended and designed in Likert scale. In order to motivate the respondents and get valid response the questionnaire was personally administered.

Perception of Organizational Politics

The perception of organizational politics was measured with 12-item scale developed by Kacmar and Ferris in 1991. A sample item was "Favoritism, rather than merit, determines who gets ahead in this university". All the questions were rated in Seven point likert scale from 1: strongly disagree to 7: strongly agree.

Work Related Burnout

Work Related Burnout was measured with 7-item scale adopted from Copenhagen Burnout Inventory. A sample item was "My work is emotionally exhausting". All the questions were rated in Seven point likert scale from 1: strongly disagree to 7: strongly agree.

Job Satisfaction

Job Satisfaction was measured with 10-item scale developed by . A sample item was "I receive appreciation for well-done job". All the questions were rated in Seven point likert scale from 1: strongly disagree to 7: strongly agree.

Organizational justice dimensions

The two dimensions of organizational justice including procedural & distributive were measured with multiple items scale. Procedural justice was measured by 7-items developed by Thaibaut and walker in 1975, A sample item was "Are you able to express your views and feelings during those procedures", distributive justice measured with 6-items developed by Leventhal in 1976. A sample item was "Are your outcomes reflect the effort you have put into your work". All the questions were measured in seven item scale 1: strongly disagree to 7: strongly agree.

6. Results

Reliability

For this study For questionnaire were distributed in Higher Education Institiutions including University of sindh, Mehran University of Information and Technology and Sindh Agriculture University. For collection of data 60-70 questionnaires were distributed in each university. Total useable number of questionnaires was 110 and used for analysis. In analysis process first we check the reliability score of all variables test named as Cronbach's alpha. And standard value of Cronbach's alpha must be more than .7. So for this study total score of Cronbach's alpha of all variables and individual variable is more than standard value of .7.Score of each variable listed below:

Alpha Reliability of each and all items

ITEMS	ALPHA
Perception of Politics (POP)	.739
Procedural Justice	.833
Distributive Justice	.937
Job Satisfaction	.817
Work Related Burnout	.744
Overall	.813

Descriptive Statistics of Variables

Descriptive statistics are succinct descriptive coefficients which we test to get summary about the data we derived for our study; it can be tested for final data of entire population or even for piloting the sample. For Descriptive statistics here tests are broken down into few measures including Corrected Items Total Correlation, Mean and Standard Deviation. These tests have been done in SSPS verson 22. Mean value is 3.5 due to 7-point liker type scale. According to Kehoe 1995; Frisbite; 1986 and Ray, 1982 the Corrected item-total correlation value is above 0.19. The table given below shows that the score of most of items of each variable are more than the standard value. The items having score below standard value will be deleted for further analysis.

Descriptive Statistics of Perception of Politics (POP)

Code of Items	M	Corrected Item-Total Correlation	Std. Deviation
OP1	4.77	.453	1.788
OP2	4.18	.083	1.687
OP3	3.61	.018	1.666
OP4	4.73	.279	1.722
OP5	4.05	.378	1.800
OP6	5.11	.472	1.765
OP7	4.73	.604	1.622
OP8	4.97	.391	1.532
OP9	5.02	.316	1.919
OP10	4.95	.485	1.345
OP11	4.31	.303	1.385
OP12	5.29	.426	1.624
OP13	4.04	.318	2.036

Descriptive Statistics of Distributive Justice

Code	Std. Deviation	Mean	Corrected Item-Total Correlation
DJ1	1.972	4.61	.857
DJ2	2.116	4.47	.851
DJ3	2.007	4.35	.856
DJ4	2.272	4.21	.854

Descriptive Statistics of Procedural Justice

Code	Corrected Item-Total Correlation	Mean	Std. Deviation
PJ1	.660	4.89	1.947
PJ2	.247	3.83	1.824
PJ3	.563	5.29	1.632
PJ4	.601	5.27	1.690
PJ5	.602	5.07	1.979
PJ6	.697	4.93	2.027
PJ7	.652	4.91	1.915

Descriptive Statistics of Job Satisfaction

Code	Std. Deviation	Mean	Corrected Item-Total Correlation
JS1	1.704	4.83	.501
JS2	1.884	4.63	.601
JS3	1.826	4.95	.595
JS4	1.875	5.09	.589
JS5	1.473	5.19	.449
JS6	1.973	4.89	.495
JS7	1.481	5.33	.387
JS8	1.815	4.57	.366
JS9	1.355	5.48	.385
JS10	1.721	5.24	.619

Descriptive Statistics of Work Related Burnout

Code	Std. Deviation	Mean	Corrected Item-Total Correlation
WRB1	1.936	3.75	.374
WRB2	1.711	3.99	.582
WRB3	1.691	3.01	.572
WRB4	1.781	3.74	.528
WRB5	1.703	3.20	.511
WRB6	1.804	3.05	.473
WRB7	1.832	5.20	.213

7. Discussion

The key objective of this study was to analysis the effect of perception of politics at work place and also role of justice to reduce these negative effects. Results and findings of this study reveals that perception of organizational politics have negative influence on workplace attitude of employees which possibly increase the level of work related burnout and have less satisfy with job, on contra having perception of justice within organizational can dramatically change the these negative influences into positive , it help in reduce the perception of politics at workplace that also reduce the level of burnout within employees and also increase satisfaction regarding job. These findings were also supposed by various studies by various authors including Chang, Rosen and Levy in 2009 concluded in their study that political perceptions is correlated with psychological stress, that directly affect performance .

Futhermore Cropanzano & Folger, 1991; Cropanzano & Greenberg, 1997; Folger & Cropanzano, 1998 also concluded same results. Likewise according to Colquitt et al in 2001; Folger & Cropanzano in 1998; Skarlicki, Folger & Tesluk in 1999 there is positive correlation between organizational justice and satisfaction, whereas organization having lake of justice is dealing with feelings of anger, aggression and counterproductive social/ work behaviour.

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Appendix

Items of all Variables

Perception of Politics (POP)

Items
Favoritism is commonly accepted in this university.
Faculty members are encouraged to speak.
Rewards or benefits come only to those faculty members who work hard in this university.
Pay and promotion policies manipulated politically in this university.
Promotions generally go to the top performer in this university.
Faculty members attempt to build themselves up by tearing/putting others down in this university.
Faculty members usually don't speak up in fear of revenge by boss in this university.
Faculty members usually don't speak up in fear of revenge by rival/opposite group in this university.
Organizational politics plays vital role in transfer and postings in this university.
Pay and promotion decisions are consistent with policies
There is no Place for yes men in this university.
In this department there is always an influential group that no one ever crosses.
Agreeing with powerful groups is the best choice in this organization.

Distributive Justice

Items
Your (outcome) reflect the effort you have put into your work
Your (outcome) appropriate for the work you have completed?
Your (outcome) reflect what you have contributed to the organization?
Your (outcome) justified, given your performance?

Procedural Justice

Items
You are able to express your views and feelings during those procedures?
You have influence over the (outcome) arrived at by those procedures?
Those procedures been applied consistently?
Those procedures are free of bias
Those procedures been based on accurate information?
You been able to appeal the (outcome) arrived at by those procedures?
Those procedures upheld ethical and moral standards?

Job Satisfaction

Items
I receive appreciation for well-done job
I feel close to the people at work
I feel good about working at this university
I feel secure about my job.
I believe management is concerned about me.
On the whole, I believe work is good for my physical health.
My wages are good.
All my talents and skills are used at work.
I get along with my supervisor.
I feel good about my job.

Work Related Burnout

Items
Is your work emotionally exhausting?
Do you feel burnt out because of your work?
Does your work frustrate you?
Do you feel worn out at the end of the working day?
Are you exhausted in the morning at the thought of another day at work?
Do you feel that every working hour is tiring for you?
Do you have enough energy for family and friends during leisure time?