



Original Article

# Association between Perceived Organizational Politics and Work-Related Attitudes among Bankers: Moderating Role of Personality Traits

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## Abstract

*Organizational politics is evident across the globe within organizations. This emergent issue needs further investigation with reference to employee personality. The intention of the current study was to better understand how employees respond to organizational politics. The primary goal of the current research was to examine the moderating role of personality factors on bankers' perceptions of organizational politics and attitudes toward their jobs (i.e. job satisfaction and organizational commitment). The data were gathered from 150 employees working in various banks in Multan, using self-reported questionnaires to find their organizational political perceptions, job satisfaction surveys, organizational commitment, and personality tests. Hierarchical regression analyses were used to analyze the model. The personality factor that moderated the link between perceived organisational politics and work-related attitudes was openness to experience. Extroversion and organizational politics had a negative correlation. The outcome of the study depicted a significant link between job satisfaction and organizational politics. The study's findings add to our understanding of the significance of personality traits concerning how workers view organizational commitment, organizational politics, and their level of job satisfaction.*

**Keywords:** Bankers, Organizational politics, Personality types, Work-related attitude

## INTRODUCTION

Nowadays, politics within organizations has become an inevitable part that arises with competition among individuals with insufficient resources. Moreover, it is conjoined with regulating as well as maneuvering others within the work setting. Additionally, it encompasses voluntary activities to fulfill their own needs instead of organizational motives (Johnson et al., 2017). Therefore, organizations do not encourage such actions. A politically influenced environment at the workplace can lead people to distress, which results in developing negative viewpoints regarding their work settings. Consequently, effecting individuals' productivity leads to increased turnover (Chang et al., 2012; Meisler & Vigoda-Gadot, 2014; Sultan et al., 2015). Generally, organizations are unable to achieve their goals due to the political environment as individuals focus on resolving their own conflicts (Vigoda, 2003). According to Robbins (2005), the personality of an employee plays a vital role in determining political behavior within an organization. Individual differences among employees in the work settings can be assessed by measuring the impact of personality traits on performance of the job, turnover intention, and satisfaction with the job (Barrick & Mount 1991). Personality traits play a significant role in enhancing or abating the impact of a politically charged environment on employee satisfaction.

The effect of personality traits on production, job satisfaction, performance of job, turnover intention, and other organizational situations are among the multiple research studies conducted to assess human variations (Barrick & Mount, 1991; Barry & Stewart, 1997). Particularly, personality traits like openness to experience and extraversion have a great influence on work-related tendencies. People with self-confidence, unyielding nature, vigorous with administrative skills are known as extroverts. Such people are friendly in nature, which enables them to develop social networks as compared to others. Goldberg (1992) defined extraversion as gregarious, vigorous, passionate, empathetic, and courageous. Another personality trait is openness to experience, which enables people to think from different perspectives.

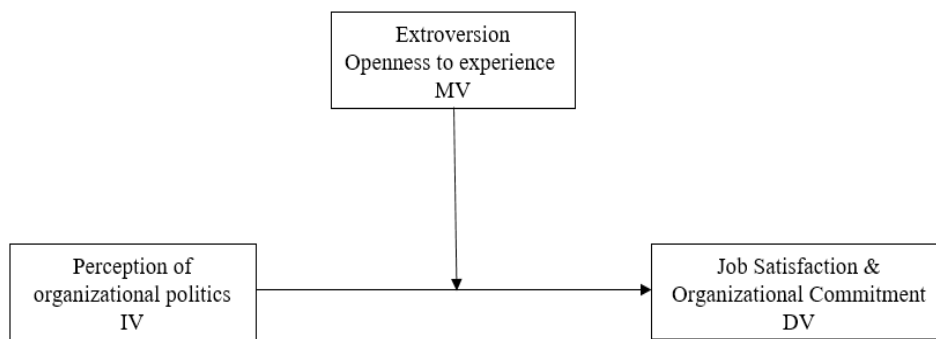
According to prior research, when someone is open-minded, they don't quit their job often on spot due to unfavorable situational conditions such as office politics or job discontent (Zimmerman, 2008). Therefore, to achieve its goals, the organization focusses on utilizing employees' skills that are indicative of their performance. Employees' performance depends on satisfaction with work, which plays an imperative role in the success of the organization. Evaluating one's own job task that evokes a positive response is known as job satisfaction. Work satisfaction and organizational commitment are correlated and the bond of employees with an organization is highly dependent on their commitment. Organizational commitment motivates people to take various voluntary acts required for organizational life and high standards, which promote success in certain roles. Maintaining staff at any company will ensure that they do intentional tasks, which will inevitably improve the status and prosperity of the business. The influence of personality-traits on occupation performance, occupation satisfaction, the intention of turnover, productivity, and other organizational contexts are few studies that have been done on the topic of personality traits in identifying individual variations (Barrick & Mount, 1991; Barry & Stewart, 1997; Judge et al., 2002; MyungWeon, 2011). An open-minded person will automatically leave the job because of undesirable external circumstances, like negative political environment or job dissatisfaction (Zimmerman, 2008).

Employee commitment and job satisfaction at a national level are essential phenomena for all organizations since they affect workers' positive feelings and the fundamental rights of workers at job time (Harter et al., 2003). Pakistan, an evolving nation is now dealing with a number of organizational issues pertaining employees that are caused by lack of resources, inadequate training facilities, ineffective equipment, and most importantly politics at the workplace. Consequently, such types of problems lead to employee dissatisfaction and a decline in their level of motivation for their professions. Additionally, Hassan, et al., (2017) research on the connections among personality, perceived organizational politics, and occupational satisfaction advance this study's exploration of how personality traits affect work-related tasks.

### Objective of the Study

The purpose of this study was to evaluate the influence of personality types as a role of moderator in the link of organizational politics and work-related attitudes among bankers, while maintaining the theoretical framework of the study. Understanding the research gap is helpful when using personality traits as moderating variables. Employees encounter perceived organizational politics and job- satisfaction in the workplace, thus the researchers suggest that the link between the two may depend on individual employees' peculiarities, notably personality to create a scenario.

### Hypothesized Model



### Research Hypothesis

- H1. Organizational politics with work-related attitudes (job satisfaction and job commitment) and personality types are significantly correlated.
- H2. The relationship between organizational politics and work-related attitudes (job satisfaction and job commitment) are moderated by personality types (extroversion and openness to experience).

## RESEARCH METHODOLOGY

The sample consisted of 150 workers from various banks in Multan. Their ages ranged from 25 to 60 years old. Convenient sampling was employed to acquire information from employees who had some opinion on politics. Those bank employees who scored on politics in the organization were included for participation in this research. Data were collected from 220 employees and 150 filled in forms were accepted. The following tools were utilized in the current research.

### Perceptions of Politics Scale

The scale 'Perceptions of Politics Scale' (POPS) developed by Kacmar and Carlson (1997) measures how politically charged an employee perceives their workplace to be. It has nine questions with responses on a 5-point scale ranging from 1 for strongly disagree to 5 for strongly agree. The second and third items were graded in reverse before adding up all nine points. A high score indicates a more positive impression of politics in the company. The overall reliability was 0.75.

### Job Satisfaction Survey

The 'Job Satisfaction Survey' (JSS) developed by Spector (1994) is a 36-item survey with nine components. It is used to examine how employees feel about their jobs. Four criteria are used to evaluate each component, and a final score is determined by taking into account the whole. There are six possibilities for each item, ranging from strongly disagree to strongly agree, which is a condensed rating scale. Positive and negative orientations are both used hence, negative items are rated backward. The total work satisfaction scores, based

on the sum of all 36 items, can range from 36 to 216. Participants having 126 cut-off scores were considered. The reliability of the scale was 0.859.

### Organizational Commitment Questionnaire

The Organizational Commitment Questionnaire (OCQ) is a 15-item questionnaire with a 5-point rating scale (Porter et al., 1974). The responses on all 15 items are included once they have been reverse-scored. The higher the score, the greater the amount of organizational commitment. The reliability recorded was 0.66.

### Big Five-Personality Test

Personality was assessed using Goldberg's (1992) Big Five Factors, which were classified as agreeable, open-minded, extravert, conscientious, and neurotic. The agreeable trait was assessed using nine measurement statements, whereas the trait of open-mindedness was assessed with ten measurement statements. The trait of extraversion used eight measurement statements, whereas the conscientious used nine measurement statements. The Cronbach's alpha on subscales was 0.73, 0.57, 0.77 and 0.74.

### Procedure

After obtaining permission from the higher authorities of the bank, the sample was approached utilizing the convenience sampling technique. The relevancy of all questionnaires to be utilized in the current study was first assessed to see if the items in English were intelligible to the participants. The respondents were given a booklet including four scales as well as a demographic variable sheet. They were informed about the purpose of the study and shown how to complete the surveys. The respondents were also guaranteed that their responses would be kept confidential.

### Ethical Standards

The American Psychological Association's ethical guidelines were followed in the current investigation. Participants were made aware of the research study's objectives. They were also told that all information was kept private and would only be used for the study. Participants guaranteed that if they felt uncomfortable at any point, they could leave the survey. Participants in this study were informed that there was no honorarium for taking part in the research.

## RESULTS & FINDINGS

**Table 1**

Correlations Analysis

Variables	Mean	SD	POP	JS	OC	Extroversion	Openness
POP	3.6756	.53396	1	.128	.009	-.044	.165*
JS	3.9078	.57573		1	.117	.073	.090
OC	3.3013	.56297			1	-.010	-.013
Extroversion	2.7442	.55342				1	.547**
Openness	3.3230	.37161					1

\* $P < 0.05$ , \*\* $p < 0.001$

Table 1 depicts perceptions of organizational politics has a significant positive correlation with openness and an insignificant correlation with job satisfaction and Organizational Commitment. Personality traits also illustrated the same result. Personality traits did not show insignificant relation with job satisfaction and Organizational Commitment.

**Table 2**

Moderating Analysis of extraversion and openness to experience on job satisfaction

Variables	Model 1	Model 2	Model 3
POP	.128	.125	.202
EXT		.059	.051
OPEN		.037	.004
POP*Ext			.032
POP*OPEN			.301*
R2	.016	.024	.120
F	2.468	1.174	3.924
ΔR <sup>2</sup>	.010	.003	.08

N = 150; the coefficients are standardized β values \*p < .05; \*\*p < .001.

Table 2 shows that personality type openness to experience had a moderating influence on the link between perceived organizational politics and job satisfaction, although extroversion did not play a moderating function.

**Table 3**

Moderation Analysis of extraversion and openness to experience on organizational commitment

Variables	Model 1	Model 2	Model 3
POP	.009	.011	.064
EXT		-.002	-.007
OPEN		-.014	-.036
POP*Ext			.027
POP*OPEN			.202*
R	.009	.017	.212
F	.012	.014	1.349
ΔR <sup>2</sup>	-.007	-.020	.012

N = 150; the coefficients are standardized β values \*p < .05; \*\*p < .001.

Table 3 illustrates that only one personality trait (openness to experience) had a moderating effect on perceived organizational political organizational commitment.

**Discussion**

In today’s ever-changing competitive environment, an organization’s success is determined by the productivity and attitudes of its whole staff. This study sought to investigate the association between perceived organizational politics, work-related attitudes, and personality types. This descriptive survey research is based on information acquired by Multan employees from private banks. To evaluate the data, multiple hierarchical regression analysis was employed. It was found that the workplace environment influences an individual’s work-related attitude. Organizational politics is a crucial aspect at work and it is described as activities taken by individuals with the objective of increasing their own self-interest without regard for the well-being of colleagues (Olesia, et al., 2013). When investigating the political features of an organization, Yeniaras, et al. (2020) discovered how individuals might influence decision-making by adopting power tactics or manipulative methods, negatively influencing overall organizational control and functionality. These attitudes impede normal procedures such as employee promotions and benefits, resulting in a dip in individual and organizational performance as well as productivity.

Additionally, the data shows that employees perceive organizational politics as an individual’s self-centered behavior leading to absenteeism, weariness, work tension, and turnover intentions. On the other hand, the results show a very negative link between job satisfaction and organizational politics (Eva et al., 2018). All human beings are an amalgamation of different characteristics and have unique emotions, sentiments, and thoughts. When individuals assemble in a workplace, some form of conflict or what is often known as politics will occur, having a significant influence on people’s work-related attitudes and behaviors. In openness, a person is inquisitive, creative, clever, and receptive to new ideas. High levels of openness seem to thrive in

environments that demand adaptability and a willingness to learn new things. They have a strong desire to learn new skills. When they join a new organization, they will also be at an advantage (Barrick & Mount, 1991; Lievens, et. al., 2003). Employees build contacts and seek knowledge since they are open-minded, which facilitates a quicker transfer to new work (Wanberg & Kammeyer-Mueller, 2000). Individuals are more likely to be creative when given help. Open individuals are extremely adaptive to change and teams that face unexpected changes in their work, perform better if they are surrounded by open people (LePine, 2003). In comparison to people with limited openness, they are also more likely to launch their own business (Zhao & Seibert, 2006). People who are outgoing, chatty, gregarious, and enjoy interacting with others are known as extroverts. They are effective salespersons and have outstanding leadership qualities to become successful leaders and managers (Barrick & Mount, 1991; Bauer, et. al., 2006; Bono & Judge, 2004; Vinchur, et. al., 1998).

Extroverts are successful in social settings and consequently do well in job interviews. Since they will almost certainly use their social network to prepare for the interviews, some of their success may be attributed to preparation (Caldwell & Burger, 1998; Tay et al., 2006). Extroverts have an advantage over introverts, while adjusting to new jobs. They actively seek out knowledge and criticism, forge close bonds, and do it in a way that enables them to evolve (Wanberg & Kammeyer-Mueller, 2000). Extroverts have been found to be content at work, which may be related to the connections they make with individuals around them and how easily they adapt to new roles (Judge, et al., 2002).

According to the social exchange concept, when employees find their workplace to be positive and enjoyable, they make an effort to respond positively. Similar to how individuals react when they feel their employers are unfavorable towards them, employees change their reactions by becoming more negative or less favorable. Adams et al. (2002) have suggested a model in which more the employees invest in the company, POP is reduced, and emotional commitment improves the possibility that the employees would become more involved in the organization. As a consequence, it lowers the impact of POP. Cropanzano et al. (1997) discovered that POP had a negative correlation with job engagement, suggesting that employees are less likely to be interested in their workplace when they perceive heavy politics in the company. Adams, et al., (2002) argue that when workers perceive workplace politics to be unjust, they become more involved in their careers and immerse themselves in politics as a result. Research conducted by Cropanzano et al. (1997) showed a negative relationship between POP and job engagement, therefore; it is not surprising that POP causes less job involvement.

Investigating how POP affects organizational citizenship behavior and occupational attitudes, such as affective commitment and job involvement in indigenous contexts is crucial. In the context of past investigations, the current study was conducted and it revealed the same outcomes as previous studies. The results of the investigation showed that personality type openness to experience had a moderating influence on the link between perceived organizational politics and work-related attitude, although extroversion did not play a moderating function. The findings show a substantial relationship between perceived organizational politics work-related attitudes and openness to experience personality type. Organizational politics and work satisfaction are connected in H1. Nevertheless, these findings contradict previous research.

The study's findings indicate that there is a negative correlation between organizational politics and job satisfaction, resulting in job stress and barriers to career advancement (Hassan et.al, 2017) As a result, hypothesis H1 is accepted partially. Except for extroversion, openness to experience has a moderating influence on organizational politics, work satisfaction, and job commitment. According to this study, there is a marginally favorable relationship between POP and organizational commitment. Previous research (Hassan et al., 2017) indicated that only extraversion and openness moderated the association between perceived organizational politics and work satisfaction. In H2 openness to experience has a moderating influence on work satisfaction and career commitment.

## CONCLUSION

Every person has unique traits which help him to adjust to the environment. Research shows that openness to experience has moderating effect on job satisfaction and organizational commitment. Therefore, people can handle all situations due to this trait. This study may add to the present understanding of the direct influence of perceived corporate politics on employee personality characteristics. It would also serve as an annotation to management in terms of predicting attrition rate and providing notice to management that a mitigation strategy is required. The present study presents empirical data to support the notion that grooming in personality can assist managers in better-controlling workers' perceptions of organizational politics and

increasing attention to personalities with a propensity for voluntary turnover.

## Recommendations

The study in hand presents empirical evidence to support the idea that personality grooming might assist employers to better regulate workers' perceptions of organizational politics, resulting in higher employee job satisfaction. Management may need to work on improving the extraversion personality characteristics, which has been shown to lower views of organizational politics in the organization.

## Limitations & Future Directions

Small sample size was the limitation of the study. This phenomenon should be replicated in other sectors like hospitals, universities, and colleges as well.

## Competing Interest

The authors had no competing interests.

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