Organizational Politics And Job Satisfaction In Ahmedabad's Public Sector Units

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ARTICLE INFO	ABSTRACT
	T Job satisfaction is a critical aspect of organizational performance in Ahmedabad's public sector units, directly influencing employee retention, productivity, and overall success. However, the presence of organizational politics introduces complexities that can significantly impact job satisfaction. Organizational politics, characterized by behaviours such as favouritism, manipulation, and power struggles, create an environment of uncertainty and distrust among employees. This study aims to analyse the perception of employees working in public sector units regarding the effect of organizational politics on job satisfaction. Additionally, it seeks to investigate the relationship between demographic profiles of employees and their viewpoints on the impact of organizational politics on job satisfaction. A sample size of 252 employees from the public sector units of Ahmedabad has been selected to ensure the study's validity and reliability. Through a thorough analysis of collected data, this study aims to provide insights into the challenges faced by employees in Ahmedabad's public sector units and identify potential areas for intervention and improvement in organizational practices. By shedding light on the intricate dynamics between organizational politics and job satisfaction, it aims to inform strategies aimed at fostering a positive work environment conducive to employee well-being and organizational success.

Keywords: Organizational Politics, Job Satisfaction, Public Sector Units, Perception, Demographic Profiles, Ahmedabad. |

1. INTRODUCTION

Job satisfaction is a multifaceted concept that encompasses an individual's feelings, attitudes, and perceptions towards their job and work environment. It's not merely about being content with a job; rather, it reflects a deeper sense of fulfilment, motivation, and alignment between an employee's expectations and their actual experiences at work. Understanding the significance of job satisfaction is crucial for both employees and organizations as it directly impacts various aspects of individual and organizational performance, as well as overall well-being. Firstly, job satisfaction plays a pivotal role in enhancing employee productivity and performance. When employees are satisfied with their jobs, they tend to be more engaged, motivated, and committed to their tasks. They are likely to put in extra effort, take initiative, and demonstrate higher levels of creativity and innovation. This increased productivity not only benefits the individual employee but also contributes to the overall success and competitiveness of the organization.

Furthermore, job satisfaction is closely linked to employee retention and turnover rates. Employees who are satisfied with their jobs are less likely to seek employment elsewhere, thereby reducing turnover costs for organizations. High turnover rates can disrupt workflow, reduce team cohesion, and incur significant recruitment and training expenses. Conversely, organizations that prioritize employee satisfaction can cultivate a loyal and stable workforce, leading to greater continuity, consistency, and efficiency in operations. Moreover, job satisfaction has a profound impact on employee morale and well-being. A positive work environment where employees feel valued, respected, and appreciated can significantly contribute to their psychological and emotional health. Satisfied employees experience lower levels of stress, anxiety, and burnout, which can ultimately lead to improved physical health and overall quality of life. Conversely, job dissatisfaction can result

in a range of negative outcomes, including absenteeism, presenteeism, and even adverse health effects such as hypertension and depression.

Additionally, job satisfaction influences employee attitudes towards organizational citizenship behaviours (OCBs) and organizational commitment. Satisfied employees are more likely to engage in discretionary behaviours that go beyond their formal job responsibilities, such as helping colleagues, volunteering for extra assignments, and advocating for the organization. They also tend to develop stronger emotional attachments and loyalty towards their organization, fostering a sense of belonging and community. From an organizational perspective, understanding and measuring job satisfaction can provide valuable insights into the effectiveness of human resource management practices, organizational culture, and leadership styles. Regular assessment of job satisfaction through surveys, feedback mechanisms, and performance evaluations allows organizations to identify areas of improvement, address potential sources of dissatisfaction, and implement targeted interventions to enhance employee well-being and engagement.

Overall, job satisfaction is not just a subjective feeling but a critical determinant of individual and organizational success. By fostering a positive work environment, promoting employee engagement, and prioritizing employee well-being, organizations can create a virtuous cycle of satisfaction, productivity, and success. Recognizing the significance of job satisfaction and investing in strategies to enhance it can yield numerous benefits, including increased performance, reduced turnover, and improved overall organizational effectiveness and resilience.

Organizational politics refers to the informal and often implicit processes, behaviours, and power dynamics that exist within an organization. It encompasses the strategies individuals employ to influence decision-making, advance their own interests, and navigate complex social networks within the workplace. While organizational politics can take various forms and be present in any organization, understanding its nature, impact, and management is crucial for fostering a healthy and productive work environment. One aspect of organizational politics involves the distribution and exercise of power. Power dynamics play a significant role in shaping organizational politics, as individuals or groups seek to gain and maintain power to further their objectives. This can manifest in various ways, such as through formal authority, control over resources, access to information, or alliances with influential colleagues. Consequently, organizational politics often involves jockeying for position, building coalitions, and engaging in strategic maneuvers to enhance one's power and influence within the organization.

Moreover, organizational politics can influence decision-making processes and outcomes. In environments where politics are prevalent, decisions may be driven more by personal agendas, relationships, and power dynamics rather than objective criteria or organizational goals. This can result in suboptimal outcomes, increased conflict, and reduced organizational effectiveness. Additionally, organizational politics may create barriers to innovation, as individuals may be hesitant to propose new ideas or challenge the status quo for fear of reprisal or marginalization.

Furthermore, organizational politics can have significant implications for employee morale, job satisfaction, and well-being. When politics are perceived as pervasive or unfair, it can erode trust, foster cynicism, and create a toxic work environment characterized by suspicion and rivalry. Employees may feel disempowered, marginalized, or disillusioned, leading to disengagement, turnover, and decreased organizational commitment. Additionally, the prevalence of politics can exacerbate stress and interpersonal conflicts, contributing to a negative organizational culture and hindering collaboration and teamwork.

Despite its potential drawbacks, organizational politics is not inherently negative and can serve as a mechanism for driving change, facilitating cooperation, and achieving individual and organizational goals. When managed effectively, politics can encourage healthy competition, foster innovation, and promote accountability within the organization. Moreover, individuals who are adept at navigating organizational politics may possess valuable skills such as negotiation, persuasion, and relationship-building, which can contribute to their professional success and advancement.

2. RATIONALE OF THE STUDY

The rationale of this study is rooted in the recognition of the interconnectedness between organizational dynamics and employee well-being. Ahmedabad's public sector, like many other industries, operates within a complex ecosystem where organizational politics can significantly influence the levels of job satisfaction among employees. Understanding this relationship is essential for several reasons.

Firstly, organizational politics can profoundly impact the work environment within public sector in Ahmedabad. The public sector, by nature, involves intricate hierarchies, decision-making processes, and power dynamics. These elements create fertile ground for organizational politics to emerge, as individuals and groups

vie for influence, recognition, and control. By investigating the extent and nature of organizational politics within Ahmedabad's public sector, this study aims to shed light on how these dynamics shape the workplace culture, employee interactions, and overall job satisfaction levels.

Secondly, job satisfaction is a critical determinant of individual and organizational performance. Satisfied employees are more likely to be engaged, motivated, and committed to their roles, leading to increased productivity, lower turnover rates, and enhanced organizational effectiveness. Conversely, high levels of organizational politics can erode job satisfaction by fostering feelings of unfairness, powerlessness, and distrust among employees. By exploring the relationship between organizational politics and job satisfaction, this study seeks to identify potential areas of concern and opportunities for improvement within Ahmedabad's public sector.

Furthermore, understanding the impact of organizational politics on job satisfaction is essential for talent management and retention efforts. In today's competitive labour market, attracting and retaining top talent is a priority for organizations across industries. Employees who are dissatisfied with their jobs due to perceived or actual organizational politics are more likely to seek employment opportunities elsewhere, leading to increased turnover and recruitment costs. By uncovering the factors contributing to job dissatisfaction related to organizational politics, this study can inform strategies for talent retention and succession planning within Ahmedabad's public sector.

Moreover, the findings of this study can have broader implications for organizational leadership, culture, and governance. Effective management of organizational politics requires leadership commitment to fostering transparency, fairness, and ethical behaviour within the workplace. By raising awareness of the impact of organizational politics on job satisfaction, this study can encourage organizational leaders to implement policies and practices that promote a positive work environment, foster trust, and mitigate the negative effects of politics. Additionally, the study findings can inform training and development initiatives aimed at equipping employees with the skills and resources to navigate organizational politics effectively and advocate for a more inclusive and supportive workplace culture.

3. LITERATURE REVIEW

Fashola A. K et. al. (2017), Organisational commitment was found to be correlated with both autocratic and democratic leadership styles in the correlational matrix. Organisational commitment was found to be positively correlated with democratic leadership, and negatively correlated with autocratic leadership, according to the analysis. Results like this demonstrate that leaders' actions in the workplace affect their teams' dedication. John and Maxwell (2014) found a positive and statistically significant correlation between a democratic leadership style and employee dedication to their company, and our results corroborate their findings. It follows that, in contrast to authoritarian leadership, a democratic form of management is more likely to inspire loyalty from staff. Perceived organisational politics and organisational commitment are significantly correlated, they discovered. Analysis of data from Osun State civil servants revealed a correlation between employees' perceptions of organisational politics and their level of dedication to their employer.

Bakotić, D. (2016), the study's findings indicate a small but discernible relationship between organisational success and employees' job satisfaction. A more robust correlation between work happiness and organisational success was found by the in-depth analysis compared to the correlation between work happiness and organisational success. Instead of the other way around, one may say that job satisfaction dictates organisational performance.

Sowmya et. al. (2011), through an extensive literature review on organisational politics, numerous studies have identified job satisfaction, job involvement, and organisational commitment as common factors influencing it. Additionally, turnover intention, negligent behaviour, and absenteeism have been identified as the resulting variables. Thus, the researcher has endeavoured to assess the outcome variables of organisational politics resulting from the influencing factors mentioned. Some studies have mentioned the outcomes of testing organisational politics in relation to certain variables. In this current study, a six-item scale was utilised to assess turnover intention in the banking sector. The six items represented distinct challenges that contribute to high employee turnover within the banking industry. Based on the T-Test analysis, it was determined that the most significant reason had the highest mean value. The behavioural outcome resulted in a tendency to indefinitely delay tasks, likely due to a desire to leave the organisation.

Elizabeth Chinomona et. al. (2016), Using SET as a theoretical grounding, this study aims to illustrate the impact of organisational politics on job dissatisfaction and employees' turnover intentions in the SME business environment in Zimbabwe. Job dissatisfaction has a greater impact on turnover intention compared to other factors, as evidenced by the highest pat co-efficient of 0.607 in this study. Furthermore, it is important to note that the impact of organisational politics on job dissatisfaction is quite substantial. The path coefficient is 0.516.

Organisational politics can significantly impact employee job satisfaction. Lastly, organisational politics has a significant impact on turnover intention. Out of the three hypotheses, this relationship has the lowest path coefficient of 0.290. Nevertheless, all the relationships were highly significant with a p-value of 0.001. The SME sector in Zimbabwe was utilised as a sampling framework for data collection in order to validate the hypotheses proposed in the research framework. The study findings strongly align with the research hypotheses put forth, indicating a solid basis for data analysis. This study suggests that employees' perceptions of organisational politics have a significant impact on their turnover intentions and job dissatisfaction in small and medium-sized enterprises (SMEs).

Mokgolo et. al. (2023), They have utilised a cross-regional survey design and convenience sampling method to examine a group of 301 teachers from public high schools across all 10 districts in KwaZulu-Natal, South Africa. They discovered that perceived organisational politics had a favourable correlation with job satisfaction. Through careful analysis of correlational and stepwise regression, it was found that there are several significant relationships between perceptions of organisational politics and variables related to job satisfaction.

Khan et. al. (2019), through rigorous random sampling, they have gathered data from 310 nurses who work in the health divisions of several Pakistani cities. A self-administered questionnaire was used for this. Measurement models and structural equation modelling, respectively, were used to assess the convergent validity of the investigated constructs and associations. The findings showed that work satisfaction and organisational commitment are strongly and negatively correlated with perceived organisational politics. Nevertheless, the results refuted the detrimental impact of job involvement and perceived organisational politics. Furthermore, the outcome showed that an Islamic work ethic mitigates the unfavourable correlation between job satisfaction and organisational commitment and perceived organisational politics.

Witt et. al. (2000), Their study looked at how 1251 public sector employees' perceptions of organisational politics and their expressions of job satisfaction related to participation in decision-making (PDM). Confirmatory factor analyses were employed to ascertain whether the study's variables represented different constructs. To test the theories, they employed hierarchical moderated multiple regression analysis and correlational analysis. The variables, according to the results, represented different constructions and supported the theories. Analysing the interaction revealed that at high levels of perceived politics, PDM had a strong impact on job satisfaction.

Hlongwane (2021), His study's goal was to investigate the connections between 148 participants in a particular South African higher education institution's work satisfaction, organisational support, and politics. To find out if the three study variables were related to one another, quantitative descriptive research was carried out. Structured questionnaires were used in the data collection process. The academic staff and administrative staff from the central administration and library were the two groups of respondents who took part in the survey. The study found that organisational politics have a negative effect on overall job satisfaction and are adversely correlated with organisational support.

Durnalı et. al. (2019), The researchers hoped to find out whether faculty members' levels of work satisfaction were a good indicator of how they felt about organisational politics. The research was primarily focused on the descriptive relational survey approach. A total of 240 professors from 7 public and 7 private universities in Ankara city made up the research group. The primary results showed that faculty members reported high levels of satisfaction with organisational policy and overall job satisfaction and the nature of their work. "General political behaviour" and "Honesty / Work ethics" were areas where faculty members seemed unsure, while "Go along to get ahead" had the highest scores.

Kanta et. al. (2017), On the subject of organisational politics, job satisfaction, and teaching effectiveness, they have discovered that faculty members had intermediate perception levels. Teaching efficacy, office politics, and job happiness are all significantly correlated. Organisational politics has a negative correlation with teaching effectiveness, according to the study. Organisational politics moderates the positive effects of job satisfaction and teaching effectiveness, but only somewhat.

Wiza Munyeka et. al. (2022), Their study's goal is to find out how police officers' job satisfaction and organisational politics relate to one another in a particular South African police service station located in the province of Limpopo. The study's conclusions showed a strong inverse association between organisational politics and work satisfaction.

4. RESEARCH OBJECTIVES

1. To analyse the perception of the employees working in public sector towards effect of organizational politics on job satisfaction.
2. To find out relation between demographic profiles of the employees working in public sector units and their view point towards effect of organizational politics on job satisfaction.

5. SAMPLE SIZE

The sample size of 252 employees from the public sector units of Ahmedabad has been chosen with careful consideration to ensure the study's validity and reliability. Several factors influence the determination of sample size, including the study's objectives, population size, and desired level of precision, and available resources.

6. DATA ANALYSIS

1.H0 : Public sector employees do not believe that organizational politics negatively impact job satisfaction.

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
organizational politics negatively impact job satisfaction	5.241	251	0.027	8.246	1.227	1.527

As per the above table it is seen that significance value is 0.027 which is lower than standard value 0.05, So Null hypothesis is rejected and it is concluded that Public sector employees believe that organizational politics negatively impact job satisfaction.

2. H0 : Public sector employees do not seek employment elsewhere due to issues related to organizational politics within this organisation

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
seek employment elsewhere	8.238	251	0.001	4.019	1.674	1.974

As per the above table it is seen that significance value is 0.001 which is lower than standard value 0.05, So Null hypothesis is rejected and it is concluded that Public sector employees seek employment elsewhere due to issues related to organizational politics within this organisation.

3. H0 : Public sector employees do not believe that organizational politics affect your career growth opportunities within the organisation.

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
organizational politics affect your career growth opportunities within the organisation	11.235	251	0.017	-0.208	2.121	2.421

As per the above table it is seen that significance value is 0.017 which is lower than standard value 0.05, So Null hypothesis is rejected and it is concluded that Public sector employees believe that organizational politics affect your career growth opportunities within the organisation.

4. H0 : There is no significant relation between demographic profiles of the employees working in public sector units and their view point towards effect of organizational politics on job satisfaction.

	STATEMENTS	Pearson Chi-Square	P Value	Decision
Gender	Transparency in decision-making processes reduces the negative impact of organizational politics on job satisfaction	17.569	0.013	There is Significant Relation
	Clear communication from management decreases the perception of favouritism and enhances job satisfaction	24.808	0.027	
	Implementation of strict policies and procedures reduces the influence of office politics on job satisfaction	34.217	0.042	
Age	Transparency in decision-making processes reduces the negative impact of organizational politics on job satisfaction	9.951	0.031	
	Clear communication from management decreases the perception of favouritism and enhances job satisfaction	39.425	0.018	

	STATEMENTS	Pearson Chi-Square	P Value	Decision
	Implementation of strict policies and procedures reduces the influence of office politics on job satisfaction	14.633	0.049	
Designation	Transparency in decision-making processes reduces the negative impact of organizational politics on job satisfaction	48.392	0.008	
	Clear communication from management decreases the perception of favouritism and enhances job satisfaction	8.092	0.025	
	Implementation of strict policies and procedures reduces the influence of office politics on job satisfaction	29.476	0.036	
Years of Experience	Transparency in decision-making processes reduces the negative impact of organizational politics on job satisfaction	11.347	0.004	
	Clear communication from management decreases the perception of favouritism and enhances job satisfaction	44.512	0.046	
	Implementation of strict policies and procedures reduces the influence of office politics on job satisfaction	7.987	0.020	

7. CONCLUSION

The research conducted on this topic sheds light on a critical aspect of workplace dynamics within the region's public sector. It unveils a complex relationship between organizational politics and job satisfaction, presenting valuable insights into how these dynamics impact employees' perceptions and behaviours.

Firstly, the findings indicate a prevailing belief among public sector employees that organizational politics exert a negative influence on their job satisfaction levels. Organizational politics encompass a range of behaviours such as favouritism, manipulation, and power struggles within the workplace. When these behaviours are prevalent, employees often experience a sense of unfairness, distrust, and stress, all of which can significantly diminish their overall job satisfaction. For instance, instances of favouritism or biased decision-making may lead to feelings of injustice and demotivation among employees who perceive themselves as unfairly treated.

Secondly, the research underscores the tangible consequences of organizational politics on employee turnover within Ahmedabad's public sector units. The study reveals that many employees consider seeking employment elsewhere due to issues related to organizational politics within their current organisation. High turnover rates not only disrupt the continuity of operations but also result in substantial costs associated with recruitment, training, and on boarding of new staff. Furthermore, frequent turnover can erode the institutional knowledge base and negatively impact team morale and productivity.

Thirdly, the research highlights the perceived impact of organizational politics on career growth opportunities within the organisation. Employees express concerns that engaging in political behaviours or aligning with certain factions may be necessary to advance their careers within the organization. This perception creates a competitive and potentially toxic work environment where personal connections and alliances often outweigh merit and competence. Consequently, talented employees may feel discouraged or overlooked, leading to decreased motivation and engagement.

In addition to the aforementioned conclusions, the research also uncovers a significant relationship between the demographic profiles of employees working in public sector units and their viewpoints towards the effects of organizational politics on job satisfaction. Demographic factors such as gender, age, designation, and years of experience play a crucial role in shaping employees' perceptions and experiences within the organizational context.

For instance, the study reveals that transparency in decision-making processes serves as a mitigating factor, reducing the negative impact of organizational politics on job satisfaction. When employees perceive decision-making processes to be transparent and inclusive, they are more likely to feel valued and empowered, leading to higher levels of job satisfaction. This suggests that fostering a culture of openness and accountability within the organization can effectively counteract the detrimental effects of organizational politics.

Similarly, clear communication from management emerges as a key determinant in mitigating the perception of favouritism and enhancing job satisfaction among employees. When management communicates clearly and consistently, employees are less likely to feel marginalized or overlooked in favour of certain individuals or cliques. This underscores the importance of proactive communication strategies in promoting trust, cohesion, and satisfaction within the workplace.

Furthermore, the implementation of strict policies and procedures is identified as a critical measure to reduce the influence of office politics on job satisfaction. By establishing clear guidelines and protocols for decision-

making, promotion, and conflict resolution, organizations can create a more equitable and meritocratic environment where employees feel confident in their prospects for advancement and recognition.

Overall, the study underscores the critical need for addressing issues related to organizational politics within Ahmedabad's public sector units. By fostering a culture of transparency, fairness, and meritocracy, public sector units can mitigate the negative effects of organizational politics on job satisfaction, retention, and career development. Additionally, implementing robust policies and procedures to prevent favouritism and bias can help create a more inclusive and supportive work environment where all employees have equal opportunities for growth and advancement. Ultimately, prioritizing the well-being and satisfaction of employees is essential for sustaining long-term success and competitiveness in the public sector rganisations.

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