

UNDERSTANDING POWER DYNAMICS: A TRIANGULATED ANALYSIS OF ORGANIZATIONAL THEORY AND JOB DEMAND-RESOURCE MODEL

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ABSTRACT

Organizational politics is a form of unwanted work outcome that negatively impacts the organization and the performance of others. However, it is a considerable concern in every form of organization and several studies reflect the impact of organizational politics on employee behavior and intention to quit. Most of the time organizational politics has been perceived by lower-level employees and due to perception, they tend to be negative towards the work situation and also try to quit the problem. However, Pakistan is experiencing a severe lack of nursing professionals, and the brain drain is affecting the performance of hospitals and educational institutes and the goodwill and well-being of the country. It has also been determined that the intention to quit is affecting nurses pursuing duties in hospitals as well as in other sectors. Hence, this study takes the reference of nurses working as faculty in nursing institutions in Karachi to analyze the impact of organizational politics on the intention to quit. The data was collected through quota sampling to collect data from nurses who are faculty members rather than principals, administrators & coordinators. SMART-PLS has been used to analyze the impact of organizational politics on employees' intention to leave with the mediation of stress and the results of the study indicated that triangulation of theories is effective. However, their perceived organizational politics have severe negative outcomes, especially in employee's intention to quit.

Keywords: *Perceived Organizational Politics; Work Related Stress; Intention to Quit; Nursing Faculty; SMEs; Improved Compensation; Career Policies.*

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INTRODUCTION

One of the most important factors that can negatively influence employees is organizational politics. The concept can be conceptualized as an unapproved influence mechanism to attain personal or organizational objectives (Basar & Basin, 2016). This topic is one of the most explored topics and since 1990 it has been perceived as one of the major work outcomes (Labrague et al., 2017).

Organizational politics is a threat to a conducive work environment and will never support positive work-related behaviors (Uzondu et al., 2015). However, the level of severity is based on the perception of employees regarding the existence of politics in the work environment & causing injustice & provoking self-interest (Basar & Basin, 2016). Therefore, organizational politics is perceived as an organizational illness that is harmful to organizational processes (Mintzberg, 1989). The essence of organizational politics lies in major organizational processes e.g., decision-making, promotions & rewards, and hence may harm individuals as well as organizational outcomes (Basar & Basin, 2016). Although organizational stress is perceived as a major predictor of employee turnover intentions, actual organizational politics is the actual predictor of stress. It is perceived as the most significant antecedent of employee intentions to quit (Uzondu et al., 2015)

Organizational Politics

Organizational Politics is an element that has negative consequences on employees as well as on the organization (Uzondu et al., 2015). However, some of the initial studies indicated that perceived organizational politics make employees more involved in their jobs (Ferris et al., 1989). Although organizational politics itself has been divided into multiple dimensions e.g., the initial one is the one in which the entire organization is involved in political activities and the environment also supports those who have high political skills. Thus, the rules of appropriate behaviors are lacking and individuals with high political skills also have the liberty to modify rules as per their feasibility. Thus, our group may perceive that working in an organization is impaired by a high level of politics. The second dimension is based on getting ahead of others based on conflict created between the political group and individuals who defy political and influential attempts. Last but not most miniature reward systems and policies that are based on individual-based reward systems then people will strive to get more rewards due to political associations (Ferris et al., 1989; Khalid; Ahmed, 2015). Thus, organizational politics is always a controversial concept, but no one can ignore the existence of internal

politics in each & every organization & there is very little knowledge about the boundaries of the concept (Kodisinghe, 2010).

STATEMENT OF THE PROBLEM

Organizational politics always have a negative impact on workers as previous studies from the public and private sectors indicated a decrease in the level of work performance. Major examples include decreased job satisfaction, diminished organizational commitment, declined morale, low attendance & negligent behaviors & attitudes, etc. Although Perceived stress is majorly associated with emotional states & job burnout (Labrague et al., 2017). Few numbers of studies have explored reasons for job satisfaction & intention to quit for healthcare workers (Blaauw et al., 2013).

Therefore, it is imperative to understand turnover as well as the impact of political behavior in the nursing profession as it can produce negative harms on nursing job outcomes (Labrague et al., 2017). However, in Pakistan, there is a severe lack of nurses and nurses are also quitting their jobs to resume their work in any other country. Studies have also indicated that the intention to leave is the most important variable for research work concerning the nursing profession in Pakistan as the variable has significance and implications within and outside the hospital sector. On the other hand, Pakistan has been ranked among countries that have a severe lack of nurses due to the vacancies available abroad (Yasmin & Murzuki, 2015).

However, Khushk et al. (2021) from Pakistan indicated the need for further studies from diverse business sectors to analyze the effect of organizational politics on the intention to quit. Similarly, Atta and Khan (2016) from the higher education sector of Pakistan, indicated that further understanding of organizational politics requires research work concerning other business sectors than education. Therefore, by linking Yasmin and Murzuki (2015) and Labrague et al. (2017) with Khushk et al. (2021) this study explores the impact of organizational politics on the intention to leave with the reference of nursing institutions from Pakistan. This point is consistent with Yasmin and Murzuki's (2015) decision to conduct research on nursing in Pakistan and will also stand based on the proposition highlighted by Khushk et al. (2021).

THEORETICAL FRAMEWORK

Organizational political theory (Pettigrew, 1975) is the main theory that stands behind the selection of variables as this study tends to uncover the in-direct relationship between perceived organizational politics on intention to quit. However, some of the prior studies in this vein were

also supplemented with the Job Demand Resource Model (JD-R) Model. Therefore, by considering the domain of the JD-R Model, this study has been supplemented with two of the main moderating variables of the study. The JD-R model is associated with issues that are affecting the work performance of employees and the selection of (Revision of Compensation and Career Policies) and (improved communication practices) is consistent with the JD-R model. Moreover, the JD-R model also indicated that demotivation and creeping in the level of stress are based upon factors like perceived organizational politics. On the other hand, most of the research work relates perceived organizational politics with negative states of the work e.g., job stress & job burnout (Labrague et al., 2017).

However, Khushk et al. (2021) also indicated that perceived organizational politics is also related to the intention to leave the organization. Therefore, in order to develop a focused and contemporary research model, this study will relate perceived organizational politics, i.e., the combination of general political behavior & going along to get a head (Ferris et al., 1989; Khalid & Ahmed, 2015; Labrague et al., 2017). On the other side studies like Bergiel et al. (2009); Kuean, Kaur, and Wong (2010), also highlighted that career and compensation policies along with better communication practices may hamper employee intention to quit.

Therefore, it is justified to use these two variables as moderators, especially when the study is based on the theory of tranquilization hence JD-R model has been used alongside organizational political theory. Thus, the revision of compensation and career policies & improved communication practices are used as moderators. In fact, the elements used to measure the dimensions of revision of compensation and career policies by Labrague et al. (2017), seemed to be policies of the company. Therefore, this study employs revision of compensation and career policies & improved communication practices as moderators. On the other hand, management is always found to be concerned about the retention of their workforce and the management of perceived stress. Therefore, organizations always try to reduce turnover and to progress effectively toward organizational goals & objectives (Qureshi et al., 2012).

LITERATURE REVIEW

Ferris et al. (1998) indicated that most of the time organizational politics has not been perceived by top-level employees. It is the outcome that demands organizational cost or other's interest for the sale of personal interest. Although perceived organizational politics is the outcome that results in negative attitudes and behavior among employees and organizational politics is perceived to be high then it forces employees to transform their job involvement & behavior

negatively (Atta & Khan, 2016). Moreover, the perception of organizational politics has also been positively related to the intention to quit, as those who failed to cope with organizational politics have negative feelings regarding equity in the organization (Basar & Basin, 2016). Moreover, Danish et al. (2014); Abbas et al. (2014), and Khushk et al. (2021) indicated that employees who had higher perceptions of organizational politics also do possess a higher level of stress. Therefore, there is a positive relationship between organizational politics and stress. On the other hand, stress might produce positive as well as negative outcomes based on the level of stress that a person bears. However, organizational politics always resulted in negative outcomes like an increase in stress and work anxiety in employees perceived significantly higher stress levels. (Khushk et al., 2021). Moreover, studies related to the nursing profession reflected that organizational politics is positively associated with the intention to leave the organization. However, one of the rare studies in nursing also resulted in no relationship between organizational politics and intention to leave (Javed et al., 2014). Similarly, one of the latest studies by Khushk et al. (2021) indicated the mediating role of stress in the relationship between organizational politics and employees' intention to quit. However, Jabeen et al. (2021) indicated that perceived organizational politics may directly influence the intention to quit and that the intention to quit also has the probability to predict real turnover. However, there is also a relationship between perceived organizational politics and stress that ultimately resulted in employees' intention to quit. The study also indicated that turnover is a real and enormous challenge in every form of organization and one of the reasons for the intention to quit for teachers is a high level of stress. Stress may cause a teacher to switch their career from teaching to any other discipline. Therefore, to reduce brain drain, organizations must strive for the reduction of stress from their employees (Bergiel et al., 2009; Kuean et al., 2010).

Hence legitimate to indicate that compensation and career policies are effective tools that may aid firms in reducing brain drain (Bergiel et al., 2009; Kuean et al., 2010). Compensation is a tool to boost employee motivation that ultimately causes a decline in intention to quit the organization. Similar sorts of findings were also found for career policies like training & growth opportunities. On the other hand, guidelines for supervisors to listen to and understand employees' perspectives, problems & issues are also termed as hindrances in front of employees' intention to quit (Bergiel et al., 2009). Similarly, employee participation in decision-making and other activities along with the supervisor's support is termed beneficial in enhancing employee commitment to the firm, which ultimately reduces the employee's intention to quit (Kuean et al., 2010).

THEORETICAL FRAMEWORK

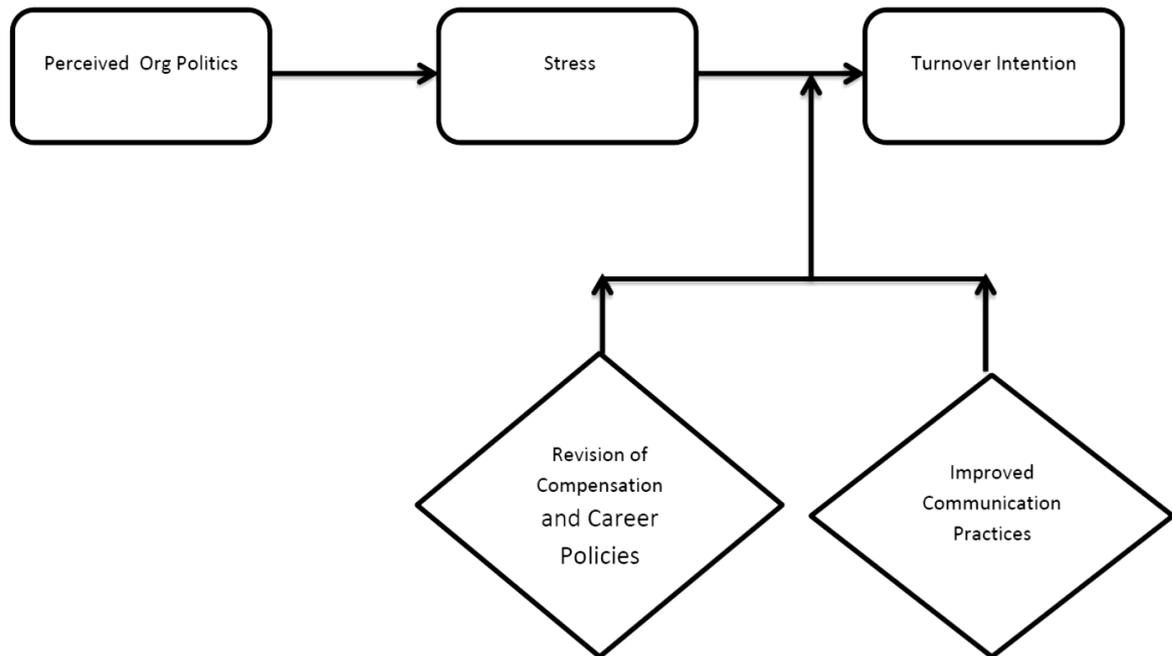


Figure 1. Theoretical Framework

Based on the review of the literature and theoretical framework devised for the study, the following hypotheses have been formulated:

H_{1A}: There is a relationship between perceived organizational politics and stress on employees.

H_{2A}: There is a relationship between stress on employees and employees' turnover intention.

H_{3A}: Stress on employees does not mediate between perceived organizational politics and employee turnover intention.

H_{4A}: Revision of compensation & career policies does not moderate the relationship between stress and turnover intention.

H_{5A}: Improved communication practices do not moderate the relationship between stress and turnover intention.

RESEARCH METHODOLOGY

Research Design

The study is an attempt to bridge the gaps for missing elements e.g., understanding, linkage, and application concerning Pakistan, industry, and variable inventory. Therefore, it is appropriate to declare that study is one of the building blocks in academia and will benefit researchers and academicians in the process of research. Hence, it is appropriate to declare that the study has a deep relationship with epistemology, which is the philosophy of knowledge as indicated by Saunders et al. (2007) and Saunders et al. (2015). The philosophical stance to relate epistemology with the data collection approach Vveinhardt (2018) is post-positivism to uses technique quantitative (Žukauskas et al., 2018). The approach is deductive, the research strategy is a survey, the research choice is the mono method, and the time horizon is cross-sectional. The study also used online questionnaires like Movahedi et al. (2020) and Khushk et al. (2021) to collect data from respondents. Although filling out questionnaires requires time and space, and therefore, by using references from Khushk et al. (2021) the study also transforms into Google Docs to provide ease to respondents. Therefore, the study settings are non-contrived, and the researcher's interference is moderate (Sekaran & Bougie, 2016).

Sampling Design

High Degrees of stress may also cause teachers to quit their jobs (Liu & Onwuegbuzie, 2012). Jabeen et al. (2021) also investigated the impact of perceived stress on employee intention to quit by collecting data from five public sector universities with the rule of thumb mentioned by Kline (2005), which is $5 \times 50 = 250$. The data has been collected from the faculty of nursing schools through non-probability sampling as used by Khushk et al. (2021). For collecting data, the sampling method is quota sampling, which is the best alternative probability sampling (Yang & Banamah, 2014). Another reason for employing quota sampling is that the researchers could not trace their elements conveniently, as indicated by Sekaran and Bougie (2016) and Saunders et al. (2007).

Although the rule of thumb by Kline (2005) was to attain fifty respondents from every institution nursing is a developing field in Pakistan & in recent times the shift has been towards bachelor's & master's degrees rather than diplomas (Bibi, Khan & Noreen, 2021). Therefore, the collection of 50 samples per institution was not possible hence the study collected data from 250 respondents as the minimum sample size for using SMART-PLS in 103 (Cohen, 1992; Shoaib, 2021).

The collection of a small sample size from every institution is legitimate as most of the colleges are private entities and affiliated with universities like DOW University of Health & Sciences,

Ziauddin University, and Liaquat University of Medical & Health Sciences, Pakistan Nursing Council, 2022). On the other hand, nursing colleges are also dealing with severe limitations in order to cope with the quality requirements, and even at the initial stage, the faculty ratio was 1:20 students (Sayani & Jan, 2015).

Research Instrument

Studies that uncover the relationship between organizational politics and employee turnover intentions have adopted self-administrative questionnaires. Movahedi et al. (2020) used a self-administrative questionnaire self-administrative & analysis was based on regression. However, there are several studies, like Cohen et al. (1983), Khushk et al. (2021) Moore (2009), etc., that use adopted versions of questionnaires. Therefore, to collect data, this study uses the reference of Bluedorn (1982); Cohen et al. (1983); Khushk et al. (2021); and Moore (2009). Studies also recommend that the use of SMART-PLS to apply SEM in complex models is also fruitful and significant (Sarstedt et al., 2020). Moreover, Ringle Da Silva and Bido (2015) indicated that the use of SMART-PLS is not only beneficial when the model is complex, but the software also can work on small sample sizes.

Statistical Testing and Analysis

Structural Equation Modeling (SEM) is a form of second-generation multivariate data analysis tool, and it is perceived as ideal for solving business research problems. However, the implications are especially fruitful for the research model that has unobserved or latent variables. The tool has been rationalized through the inner model and outer mode. The inner model is used to reflect the relationship between latent variables that are indulged in the research model as independent & dependent variables. However, the outer model is used to reflect the relationship between latent variables & observed elements used to measure latent variables. The tool can be implemented through three different forms that are co-variance-based approach, PLS-SEM-based approach & web-based approach, i.e., Generalized Structured Components. However, the PLS-SEM approach is beneficial when the researcher does not have any assumptions about data distribution and provides an effective alternative to the covariance-based approach. Moreover, the approach is also effective when the sample size is low, with no guarantee of correct model specification & lack of theoretical application (Wong, 2013). However, the real purpose of using SMART-PLS is to indicate significant paths in the structural model, as well as to determine other relevant effects (Vijayabanu & Arunkumar, 2018).

Figure 2 is positioned to reflect the outer loading which is the form of factor loading that has been done for all the elements that are part of the research model (Afthanorhan, 2013). However, the research model must only be accompanied by those elements that have a score of 0.7 or above (Trianasari et al., 2022). However, the researcher may include elements with values from 0.6 to 0.7 if the inclusion does not produce a negative impact on convergent criteria (Sander & Teh, 2014). Hence, in line with Figure 2, all the elements are legitimate to be included in the CFA as no value is lower than 0.709.

Table 1. Quality Criteria (Predictive Accuracy)

	R-square	R-square adjusted
Stress	0.701	0.689
Turnover Intention	0.621	0.610

Table 1 is used to reflect the quality criteria of the model, i.e., predictive accuracy. The least acceptable value for predictive accuracy is 0.25 (Cheah et al., 2018), while 0.5 and 0.75 & above are termed moderate and excessive values (Hair et al., 2013). Thus, in light of these parameters, the predictive accuracy for both of the variables is more than the moderate impact. Hence legitimate to declare that there is a significant change in the mediating as well as a dependent variable due to a 1% change in the independent variable.

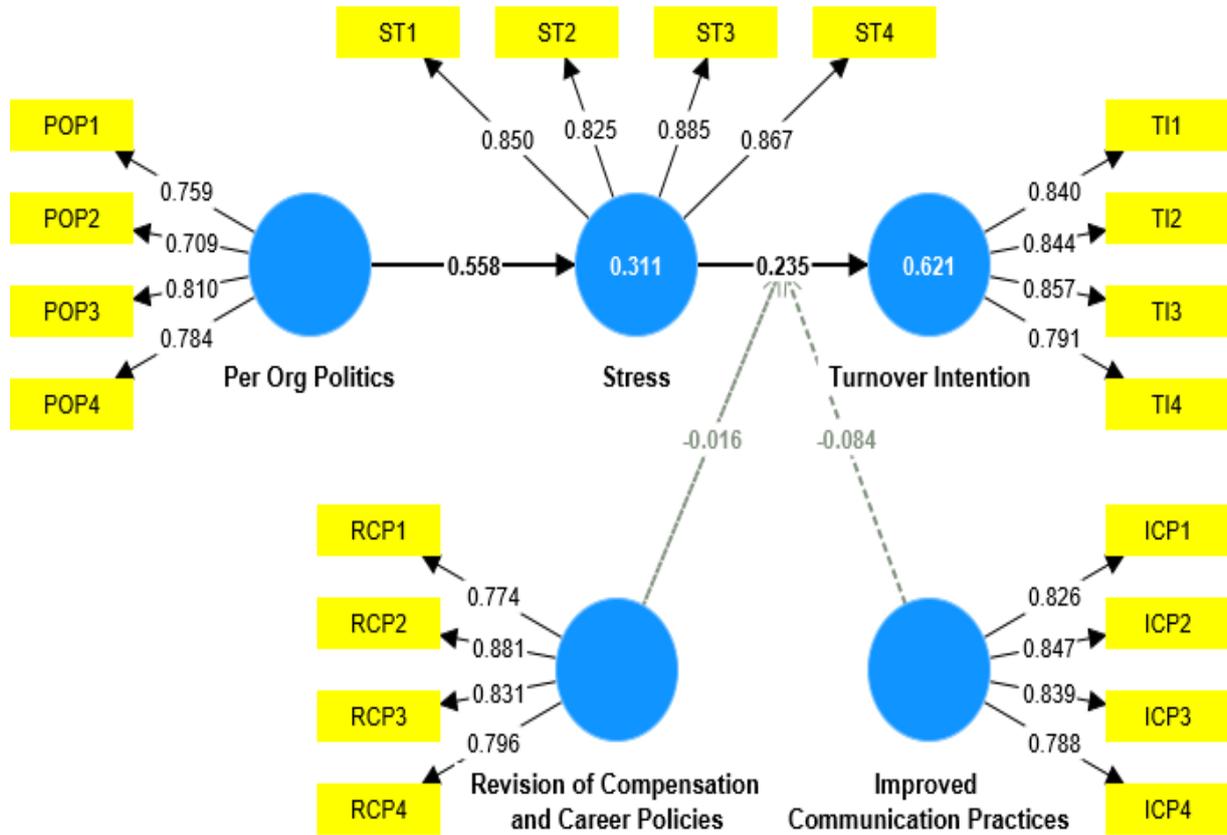


Figure 2. Confirmatory Factor Analysis & Outer Loading

Table 2. Construct Reliability & Convergent Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average Variance Extracted (AVE)
Improved Communication Practices	0.844	0.849	0.895	0.682
Per Org Politics	0.769	0.784	0.850	0.587
Revision of Compensation and Career Policies	0.838	0.845	0.892	0.675
Stress	0.880	0.884	0.917	0.735
Turnover Intention	0.853	0.855	0.901	0.694

Table 2 is used to provide details about construct reliability and convergent validity. The table includes Cronbach's alpha, Goldstein rho, composite reliability, and AVE (average variance extracted). Composite reliability & AVE are measures of convergent validity while Cronbach's alpha, Goldstein rho along composite reliability are used to reflect construct reliability (Hair et al., 2017). The minimum acceptable value of Cronbach's alpha started from 0.4 and 0.6 for composite reliability (Vijayabanu & Arunkumar, 2018). Though higher values are appreciated in order to enhance the reliability of the construct. Studies also reflected AVE as the major indicator of convergent validity if the value is greater than or equal to 0.5 (Yaacob et al., 2021).

Hence according to the table, it is legitimate to believe that the model has reliability as well as validity as all the tables fulfill all the criteria.

Table 3. Discriminant Validity

	ICP	Per Org Politics	Rev of Com Pol	Stress	Turnover Intention	Rev of Com Pol x Stress	ICP x Stress
Improved Communication Practices (ICP)							
Per Org Politics	0.881						
Revision of Compensation _and Career Policies (Rev of Com Pol)	0.889	0.843					
Stress	0.674	0.657	0.724				
Turnover Intention	0.804	0.818	0.846	0.732			
Revision of Compensation _and Career Policies x Stress	0.391	0.349	0.311	0.297	0.402		
Improved _Communication Practices x Stress	0.413	0.399	0.314	0.330	0.434	0.849	

Table 3 is plotted to indicate discriminant validity through Heterotrait-Monotrait Ratio (HTMT) which is the top-ranked method along with Fornell and Larcker (1981) to indicate discriminant validity. However, HTMT has gained more popularity compared to any other method of discriminant validity (Iqbal et al., 2021).

Hence, in accordance with Hair et al. (2019), this study uses HTMT as a measure of discriminant validity with values of 0.5 or above. Hence the table rightly indicates the discriminant validity and there is no ambiguity in marching toward the inferential statistics.

Table 4. Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Improved _Communication Practices -> Turnover Intention	-0.224	0.225	-0.093	2.423	0.015
Per Org Politics -> Stress	-0.558	0.567	-0.072	7.725	0.000
Revision of Compensation _and Career Policies -> Turnover Intention	0.366	0.360	0.098	3.752	0.000
Stress -> Turnover Intention	0.235	0.247	0.099	2.384	0.017
Revision of Compensation _and Career Policies x Stress -> Turnover Intention	-0.016	-0.023	0.100	0.164	0.870
Improved _Communication Practices x Stress -> Turnover Intention	-0.084	-0.076	0.088	0.950	0.342

Table 5. Specific In-Direct Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Per Org Politics -> Stress -> Turnover Intention	0.131	0.144	0.067	1.964	0.050

Tables 4 & 5 are used to indicate the path coefficient. The table is part of the inferential statistical measure that is included in the structural model of SMART-PLS (Silaparasetti, Rao & Khan, 2017). However, table 4 is to indicate direct effects and the purpose of table 5 is to reflect specific indirect effects. However, the criteria to reflect relationship or impact are the same. Both the tables use t-statistics and p-values to indicate the relationship.

However, the criteria for reflecting the relationship through t-statistics is the numeric value of 1.97 or above. However, through p-value, the criteria are to have a numeric value of 0.05 or below (Wong, 2013). Therefore, in light of Table 4, it has been concluded that perceived organizational politics does have a positive relationship with work-related stress. Similarly, work-related stress also has a positive & significant relationship with intention to quit. Similarly, according to Table 5, job-related stress does mediate between perceived organizational politics and intention to quit. Hence, H_{1A}, H_{2A} & H_{3A} are accepted. However, the moderation of revision of compensation & career policies & improved communication practices (table 4), failed to moderate the relationship between job-related stress & turnover intention. Hence H_{4A} & H_{5A} are rejected.

CONCLUSSION & DISCUSSION

Analysis through SMART-PLS indicated that there is a significant relationship between perceived organizational politics and work-related stress and also between work-related stress and intention to quit. Hence, legitimate to use the organizational political theory by Pettigrew (1975), although the use of revision of compensation and career policies & Improved communication practices was also found to have a negative significant association with the intention to quit. Hence the findings are also consistent with Bergiel et al. (2009) and Kuean et al. (2020), thus the tranquilization of organizational political theory & job demand resource model seems to be effective. However, the moderation of revision of compensation and career policies & Improved communication practices does not have any relationship with the intention to quit. Therefore, there might be multiple reasons for an insignificant moderating relationship, i.e., the lower faculty-to-student ratio at affiliated nursing colleges (Sayani & Jan, 2015) and the high rate of affiliation of nursing colleges with reputed universities (Pakistan Nursing Council, 2022; Sultan et al., 2022).

Thus, it is appropriate to assume that nursing faculty might not face much competition and issues in the process of job-switching and hence the moderating effects are insignificant. Alternatively, a significant and positive relationship between perceived organizational politics

and work-related stress confirms the association of the findings with Khushk et al. (2021). Though this study uses organizational politics as a hybrid of political behavior & goes along to get ahead, therefore findings must also be perceived to be consistent with Ferris et al. (1989); Khalid and Ahmed (2015); Labrague et al. (2017). Last but not least, the findings of this study also indicated that work-related stress mediates between perceived organizational politics and the intention to quit. Hereafter, the findings of the study are also consistent with Abbas et al. (2014); Atta and Khan (2016); Basar and Basin (2016); Danish et al. (2014); Jabeen et al. (2021) and Labrague et al. (2017).

FUTURE RESEARCH AND POLICY IMPLICATIONS

This is one of the premier and initial research concerning the impact of perceived organizational politics on SMEs from Pakistan. Similarly, this is also one of the initial studies that relate organizational politics, work-related stress, and intention to quit with the nursing faculty of affiliated institutions. Therefore, the study has high significance with respect to academia as well as industrial applications and the findings might be used to conduct further research work and also to optimize the work practices at affiliated nursing colleges. The findings are crucial as due to the lack of faculty-student ratio (Sayani & Jan, 2015), faculty prefer to quit their job and improved communication practices and revision of compensation & career policies do not seem to have any impact on the reduction of turnover intention. Therefore, effective policies must be devised in order to reduce political behavior at educational institutions, SMEs, and especially in nursing institutions.

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