

The Connotations Of Organizational Politics On University Teacher's Psychological Well-Being: With The Dual Effect Of Work Environment

¹Syeda Laraib, ¹Muhammad Umair Javaid, ²Syed Khurram Ali Jafri, ³Muhammad Hassan Arshad

¹Department of Management Sciences, Lahore Garrison University, Lahore, Pakistan

²Department of Management Sciences, Bahria University, Lahore, Pakistan

³School of Business Management, Universiti Utara Malaysia, Malaysia

Key words: *Organizational Politics, Workplace Environment and Well-being*

INTRODUCTION

Teaching is an honorable profession of the educational sector, and from the first day of school enrollment onward, teachers play a significant role in student learning (Hollywood et al., 2019; Mohammed, Khalid, & H., 2020; Tapanila, Siivonen, & Filander, 2020). The tough hierarchal structure, job commitment and high workload of teacher create adverse effect on the well-being of teacher (Davies & Matley, 2020; Song, Gu, & Zhang, 2020). According to the survey report of the Global Teacher Status Index (GTSI), the well-being of teachers is profoundly affected due to negative psychosocial factors (Global Teacher Status Index, 2018). Organizational politics is one of the negative psychosocial factors which have an adverse effect on the workplace environment and well-being of employee (Hochwarter et al., 2020)

Organizational politics have been defined as the use or exercise of power and involve activities that are undertaken with the intent of securing one's intended outcomes (Moe & Geis, 2020). Organizational politics have a negative impact on the psychological well-being of individuals. The psychological well-being of an individual refers to his/her ability to develop interaction and effective relationships with others and perform under the full potential and capabilities (Sharafi & Seyedameri, 2019). Consequently, the policymakers must be concerned about the psychological welfare of their employees as it affects the overall performance of the organization (Ahmed, 2018; Ramirez-solis & Monterrey, 2017; Sharafi & Seyedameri, 2019)

However, the extent to which these political activities and actions affect the teachers and the entire educational institute depends upon the ability of the teachers to use and handle the knowledge that they possess. Besides, it is crucial for teachers to possess practical coalition development skills to save themselves from being negatively affected by organizational politics (Mizala & Schneider, 2019). The environment that is being maintained by the policymakers also contribute extensively towards determining the extent to which the teachers find it convenient in terms of providing quality education to the students without facing too many difficulties and challenges (van Lankveld, Schoonenboom, Volman, Croiset, & Beishuizen, 2017)

Apart from traditional organizations, the element of politics has also started to have an impact on educational institutions. The presence of powerful political groups within the Universities have adverse effect on the job commitment, satisfaction, psychological health, and well-being of teachers (Valle, Kacmar, & Zivnuska, 2019). The negative perception of the concept politics in a country like Pakistan creates a feeling that the presence of politics in any shape and extent within the educational institutions would be detrimental for all or majority of the stakeholders. However, although politics are believed to have a considerable negative impact on the performance of the educational institutions; yet, its presence is vital in terms of the smooth functioning of the institutions and highlighting the problems that students and faculty members are facing (Hussain, Abbas, & Khan, 2017). Several studies from Canada, Germany, China conducted approximately 30%, 42%, and 30%, respectively (Harris, 2019). (Bai, Han, & Harms, 2016) (Landells & Albrecht, 2017). A similar study conducted in Public universities of

Pakistan and they concluded that due to organizational politics about 43% teachers leave their job (Zafar Iqbal, Rehan, Fatima, & Nawab, 2017)

Furthermore, due to the extreme prevalence of organizational politics, the teaching staff was on high risk due to strict hierarchy and high workload. The Organizational politics create burnout, job dissatisfaction, stress, depression, psychological and physical problems (Khan & Hussain, 2016)

LITERATURE REVIEW

2.1.1 Organizational Politics and Well-being

Organizational politics affects the well-being of the individual employees is largely dependent upon the kind of nature and the characteristics of the political activities. The study was conducted in the technology sector of Turkey. They investigated that how organizational politics of managers motivate their employees to use the sources of organization with the on behalf of their interests by offering promotions, increasing their salaries and keeping the employees' attendance and how these factors affect the well-being of other co-workers. The result concluded that organizational politics have a negative effect on the well-being of employees that further leads towards reduces job satisfaction of organization members and weakens their organizational trust and loyalty (Zinta & Steven, 2017). Perception of organizational politics (POP) is a critical issue for all organizations. Most of the researchers indicate that it has a negative effect on employee's performance and on well-being. Another study was conducted on the relationship between organizational politics and employee's well-being (EWB) by using interpersonal conflicts at work (ICW) and interpersonal trust at work (ITW) as mediators. The well-being of employees is an important factor to be studied because it covers the overall happiness of employees, which includes job satisfaction, performance, job loyalty, etc. Therefore, without concerning the employee's well-being, no organization can compete or lead in a competitive environment. The data were collected from the 223 respondents of educational sector of Lahore. The result concluded that organizational justice have a negative impact on the well-being of employee (Ullah, Hasnain, Khalid, & Aslam, 2019). Another study was conducted on the relationships of organizational politics on a school, its staff and its pupils and the impact of these relationships on school pupils' well-being. The following study was concluded that the organizational politics have a deleterious effect on the well-being of teacher and due to poor well-being of teachers, it causes a mischievous effect on student's results (Duckett, Sixsmith, & Kagan, 2008)

In light of the following argument, the researcher concluded that

H1: Organizational justice has a significant effect on psychological well-being

2.1.2 Organizational politics and workplace environment

Organizational politics have an adhere effect on the workplace environment. The aspects of organizational politics are one of the most important parts as it brings adverse opinion and situation in the organizations usually. The use of power and politics directly affects the important decisions of organizations. The study was conducted in the healthcare sector. The study hypothesized that organizational politics have a negative effect on the working environment. It causes distrust, low job satisfaction in employees. Therefore, the result concluded that the organization which has high organizational politics cause a negative working environment. (EranVigoda, 2000). Organizational politics (OP) might be a contentious topic to be discussed over. Still, no one can deny from the fact that organizational politics have a high prevalence rate in the workplace. Usually, organizational politics reflects illegitimate and unlawful relations between organization and their employees. The negative connotations of force and politics are well noted in the literature. Various studies suggest that there are harmful effects of political behavior on employees' performance levels, and their well-being gets on the stake with high politics (Bai, Han, & Harms, 2016). This behavior has negative aspects resulting in the rise of stress and pressure at work and permuting of negative attitude towards work and among employees with different statuses. The study was conducted in the telecommunication sector in US. The study concluded that organizational politics have a negative effect on the workplace environment. The

study further concluded that those employees consider organizational politics to be unfair and evil for their work. (Randall, Cropanzano, Bormann, & Birjulin, 2018).

In light of the following argument, the researcher concluded that

H2: Organizational politics have a negative effect on the workplace environment

2.1.3 Workplace Environment and Well-being

The satisfactory workplace environment has a positive impact on the well-being of the employee. The study was conducted in US to investigate the relationship between workplace environment and well-being. The study was conducted on the psychosocial working environment of the healthcare sector, with a sample size of 890 healthcare employees. The study concluded that the positive work environment have a positive effect on the well-being of the employee. Because positive workplace environment gives confidence to employees (Bourgault, 2019). A similar study was conducted in UK. They investigated that the work environment and well-being of employees of organizations are interesting, and there is an opportunity of developing the set two areas. The purpose of their study was that to determine the current situation of the work environment and well-being of employees, to identify and using WBL as ODI to improve the work environment and well-being of employees and to compare the difference between pre-ODI and post-ODI. Data collection techniques of this study contain surveys, observation, and interviews, while respondents are employees of the production department. The findings from the study revealed that there was a difference between a positive work environment and a positive area of the work environment. So the following study concludes that positive work environment have a positive effect on the well-being of employee (Shahani, Nawaz, Syed, & Dharejo, 2019).

Another study was conducted in Australia on the employee's assistance program. They hypothesized that employee have a significant effect on the well-being of the employee and the result of the following study concluded that the improved workplace environment have a positive effect on the well-being of employee (Kirk & Brown, 2003).

In light of the following discussion, the researcher concluded that

H3: Workplace environment has a significant effect on the well-being of the employee

2.1.4 Mediation of Workplace Environment

A 'good workplace' indicates low levels of employee stress, employee appraisal systems, and a safe working environment. More scholarly work is required to examine if there is a relationship between a 'good workplace environment' and employee satisfaction. Another study was conducted at the University of Kelaniya and collected data through a close-ended questionnaire using a random sampling technique from the academic staff members of the University. The result concluded that there is a positive impact on the workplace environment on well-being. This study suggests that a conducive and properly designed user-friendly physical workplace environment is a necessity and organizational success (P.T. Dompelage, 2019). A similar study was conducted on the different aspects of the workplace environment and general well-being with maximum workload (MW) in a working population in UK. They hypothesized that satisfying workplace environment has a positive effect on the well-being of employee whereas a negative workplace environment have negative effect on the well-being of the employee. The study concluded that the workplace environment has a direct and significant relationship with the well-being of employees.

Positive organizational politics have a positive effect on the organizational politics, whereas negative workplace environments have a negative effect on organizational politics. The study was conducted on the relationship between workplace environment and organizational politics. With the help of cross-sectional study, the result revealed that the work environment where managers focused on job satisfaction and psychological health oh employee has very low organizational politics (Basar & Basim, 2016)

In light of the following discussion, the researcher concluded that

H4: Workplace environment mediates the relation between Organizational politics and Psychological Well-being

2.1.5 Moderating effect of the workplace environment

Organizational politics have a significant effect on the outcomes of well-being. The positive workplace environment has a positive moderating effect in between the relationship of organizational politics and well-being. A similar study was conducted on the moderating effect of the workplace environment, and the study hypothesized that the workplace environment has a significant moderating effect on organizational politics and well-being. The study concluded that a negative workplace environment creates negative outcomes on organizational factors, while a positive workplace environment has a positive effect on the organizational factors (Malik, Sadia; Noreen, 2015). It is well established that a poor psychosocial work environment can harm psychological well-being. It is less clear which individual factors influence the process whereby the work environment leads to reduced well-being or increased levels of stress. In contrast, positive workplace environment creates satisfaction in employee and improve the psychological health and well-being of the employee. A similar study was conducted in Denmark to measure the positive and negative of workplace environment on psychosocial factors; the study concluded that the workplace environment has a significant moderating effect on the relationship of organizational politics and well-being (Albertsen, Nielsen, & Borg, 2001).

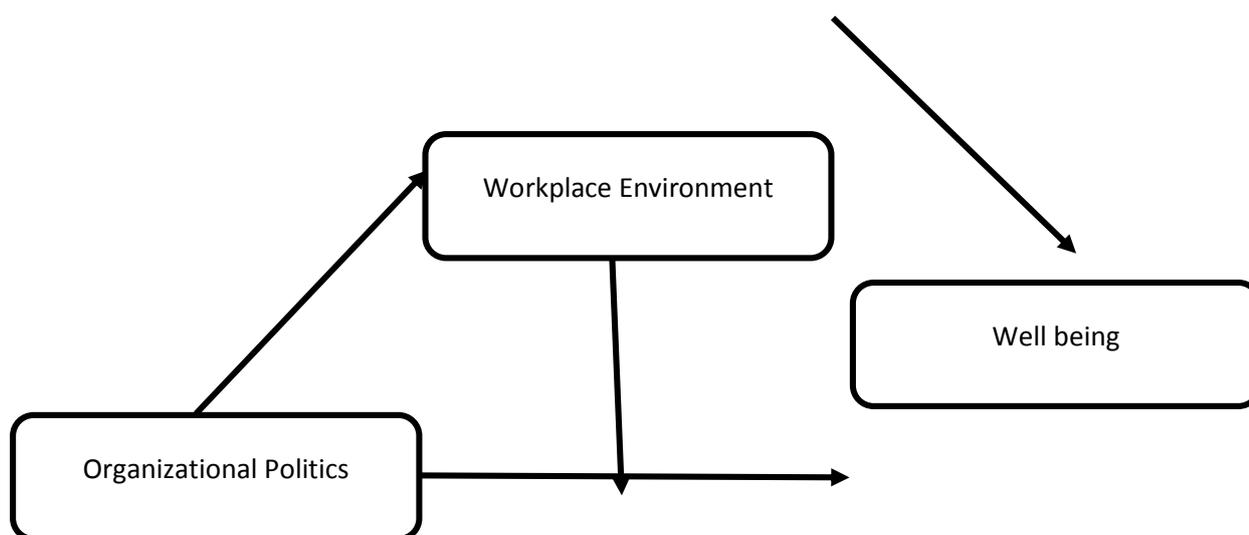
Another study was conducted on the literature of the workplace environment and psychosocial, organizational factors of hospitality employees from a perspective of strategic human resource management. The role of high-performance workplace environment systems in enhancing the affective commitment of hospitality employees is examined. The study found workplace environment mediates the relationships between organizational politics and well-being and affective commitment. The study concluded that the workplace environment has a positive effect on the relationship between organizational politics and the well-being of employees (Teo, Bentley, & Nguyen, 2019).

In light of the following discussion, the researcher concluded that

H5: Workplace environment moderates the relation between Organizational politics and Psychological Well-being

CONCEPTUAL FRAMEWORK

The following framework highlights the framework that has been developed for the research where the intention is to identify the impact of organizational politics on the psychological well-being of the University teachers. The workplace environment has been applied as a mediating variable in order to provide a description of the impact or the relationship that exists between the independent and the dependent variables. In addition to that, the workplace environment has been chosen as a moderating variable as it is a kind of variable that affects both organizational politics as well as the psychological well-being of the employees both positively as well as in a negative. The hypothesis of the research will be based on this particular variable which will be illustrated later in the chapter



RESEARCH PROPOSITION

- H1 Organizational justice has a significant effect on psychological well-being
- H2 Organizational politics has a significant effect on the workplace environment
- H3 Workplace environment has a significant effect on Psychological Well-being
- H4 Workplace environment mediates the relation between Organizational politics and Psychological Well-being
- H5 Workplace environment moderates the relation between Organizational politics and Psychological Well-being

CONCLUSION

A review of prior literature indicates that organizational politics and workplace environment have a significant effect on psychological well-being. The proposed conceptual framework further posits that the workplace environment moderated the relationship between organizational politics and well-being. The direction for future research should be to empirically test to what extent and how positive or negative sight of organizational politics affect the well-being of university teachers. If the framework empirically validated, the finding will offer important insight to academics, policymakers, and practitioners into the significant effect of the positive work environment in the well-being of teachers in Pakistan.

References

1. Ahmed, I. (2018). Organizational Politics and Turnover. *European Journal of Economic and Business*, 03(02), 3–12.
2. Albertsen, K., Nielsen, M. L., & Borg, V. (2001). The Danish psychosocial work environment and symptoms of stress : the main , mediating and moderating role of sense of coherence. *Work & Stress*, 15(3), 241–254. <https://doi.org/10.1080/02678370110066562>
3. Bai, Y., Han, G. H., & Harms, P. D. (2016). Team Conflict Mediates the Effects of Organizational Politics on Employee Performance: A Cross-Level Analysis in China. *Journal of Business Ethics*, 139(1), 95–109. <https://doi.org/10.1007/s10551-015-2604-6>
4. Basar, U., & Basim, N. (2016). A cross-sectional survey on consequences of nurses' burnout: moderating role of organizational politics. *Journal of Advanced Nursing*, 72(8), 1838–1850. <https://doi.org/10.1111/jan.12958>
5. Bourgault, A. M. (2019). Take control of your work environment and personal well-being. *Critical Care Nurse*, 39(6), 10–13. <https://doi.org/10.4037/ccn2019408>
6. Davies, E. L., & Matley, F. (2020). Teachers and pupils under pressure: UK teachers' views on the content and format of personal, social, health and economic education. *Pastoral Care in*

- Education*, 38(1), 4–22. <https://doi.org/10.1080/02643944.2020.1713868>
7. Duckett, P., Sixsmith, J., & Kagan, C. (2008). Researching pupil well-being in UK secondary schools: Community psychology and the politics of research. *Childhood*, 15(1), 89–106. <https://doi.org/10.1177/0907568207086838>
 8. Global Teacher Status Index 2018. (2018). Global Teacher Status Index 2018. In *Education Journal*. Retrieved from <https://www.varkeyfoundation.org/media/4790/gts-index-9-11-2018.pdf>
 9. Harris, C. E. (2019). Reading Machiavelli in preparation for educational leadership: towards a secure and realistic perspective on organizational politics. *International Journal of Leadership in Education*, 00(00), 1–18. <https://doi.org/10.1080/13603124.2018.1562104>
 10. Hochwarter, W. A., Rosen, C. C., Jordan, S. L., Ferris, G. R., Ejaz, A., & Maher, L. P. (2020). Perceptions of Organizational Politics Research: Past, Present, and Future. *Journal of Management*, XX(X), 1–29. <https://doi.org/10.1177/0149206319898506>
 11. Hollywood, A., Mccarthy, D., Spencely, C., Winstone, N., Hollywood, A., Mccarthy, D., ... Spencely, C. (2019). Overwhelmed at first?: the experience of career development in early career academics. *Journal of Further and Higher Education*, 00(00), 1–15. <https://doi.org/10.1080/0309877X.2019.1636213>
 12. Hussain, J., Abbas, Q., & Khan, M. A. (2017). 9 *Entrepreneurial Orientation and Performance: The Moderating Effect of Market Orientation*. 7(1), 2017.
 13. Khan, M. A., & Hussain, N. (2016). the Analysis of the Perception of Organizational Politics Among. *Pakistan Business Review*, 3(July 2016), 451–467.
 14. Kirk, A. K., & Brown, D. F. (2003). Employee assistance programs: A review of the management of stress and well-being through workplace counselling and consulting. *Australian Psychologist*, 38(2), 138–143. <https://doi.org/10.1080/00050060310001707137>
 15. Landells, E. M., & Albrecht, S. L. (2017). The Positives and Negatives of Organizational Politics: A Qualitative Study. *Journal of Business and Psychology*, 32(1), 41–58. <https://doi.org/10.1007/s10869-015-9434-5>
 16. Malik, Sadia; Noreen, S. (2015). Perceived organizational support as a moderator of affective well-being and occupational stress. *Pakistan Journal of Commerce and Social Sciences*, 1(1).
 17. Mizala, A., & Schneider, B. (2019). Promoting quality education in Chile: the politics of reforming teacher careers. *Journal of Education Policy*, 00(00), 1–27. <https://doi.org/10.1080/02680939.2019.1585577>
 18. Moe, L. W., & Geis, A. (2020). Hybridity and Friction in Organizational Politics: New Perspectives on the African Security Regime Complex. *Journal of Intervention and Statebuilding*, 14(2), 148–170. <https://doi.org/10.1080/17502977.2020.1729618>
 19. Mohammed, A., Khalid, D., & H., H. M. (2020, January 1). Servant leadership and academics outcomes in higher education: the role of job satisfaction. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/IJOA-11-2019-1923>
 20. P.T. Dompelage, J. K. (2019). Impact of Workplace Environment on Job Satisfaction : With Special References to University of Kelaniya. *Journal of Social Sciences Srilanla*, 1(1), 729.
 21. Ramirez-solis, E. R., & Monterrey, T. De. (2017). politics and organizational performance Editor. *Journal of Organizationalculture, Communications and Conflict*, 19(2).
 22. Randall, M. L., Cropanzano, R., Bormann, C. A., & Birjulin, A. (2018). Organizational politics and organizational support as predictors of work attitudes, job performance, and organizational citizenship behavior. *Journal of Organizational Behavior*, 174(February 2018), 159–1740.
 23. Shahani, N. un N., Nawaz, M., Syed, A., & Dharejo, N. (2019). Two Facets of Organizational Politics, the Constructive and Destructive Role of Organizational Politics on Employee Work Related Attitudes: A Theoretical Study. *Annals of Contemporary Developments in Management & HR*, 1(1), 15–22. <https://doi.org/10.33166/acdmhr.2019.01.003>
 24. Sharafi, H., & Seyedameri, M. H. (2019). The moderating role of organizational politics perception in the relationship between organizational justice and job satisfaction of the staff of Iran's ministry of sports and youths. *Academy of Strategic Management Journal*, 18(1), 1–15.
 25. Song, H., Gu, Q., & Zhang, Z. (2020). An exploratory study of teachers' subjective well-being: understanding the links between teachers' income satisfaction, altruism, self-efficacy and work

- satisfaction. *Teachers and Teaching: Theory and Practice*, 00(00), 1–29. <https://doi.org/10.1080/13540602.2020.1719059>
26. Tapanila, K., Siivonen, P., & Filander, K. (2020). Academics' social positioning towards the restructured management system in Finnish universities. *Studies in Higher Education*, 45(1), 117–128. <https://doi.org/10.1080/03075079.2018.1539957>
 27. Teo, S. T. T., Bentley, T., & Nguyen, D. (2019). International Journal of Hospitality Management Psychosocial work environment , work engagement , and employee commitment : A moderated , mediation model. *International Journal of Hospitality Management*, (November), 102415. <https://doi.org/10.1016/j.ijhm.2019.102415>
 28. Ullah, S., Hasnain, S. A., Khalid, A., & Aslam, A. (2019). Effects of Perception of Organizational Politics on Employee ' s Well-Being : The Mediating Role of Trust and Interpersonal Conflicts. *European Online Journal of Natural and Social Sciences*, 8(1), 1–14. Retrieved from http://european-science.com/eojnss_proc/article/view/5637
 29. Valle, M., Kacmar, K. M., & Zivnuska, S. (2019). Understanding the Effects of Political Environments on Unethical Behavior in Organizations. *Journal of Business Ethics*, 156(1), 173–188. <https://doi.org/10.1007/s10551-017-3576-5>
 30. van Lankveld, T., Schoonenboom, J., Volman, M., Croiset, G., & Beishuizen, J. (2017). Developing a teacher identity in the university context: a systematic review of the literature. *Higher Education Research and Development*, 36(2), 325–342. <https://doi.org/10.1080/07294360.2016.1208154>
 31. Zafar Iqbal, M., Rehan, M., Fatima, A., & Nawab, S. (2017). The Impact of Organizational Justice on Employee Performance in Public Sector Organization of Pakistan. *International Journal of Economics & Management Sciences*, 06(03). <https://doi.org/10.4172/2162-6359.1000431>
 32. Zinta, B., & Steven, M. (2017). All Roads Lead to Well-Being: Unexpected Relationships Between Organizational Politics Perceptions, Employee Engagement, and Worker Well-Being. In *Research in Occupational Stress and Well Being: Vol. 15. Power, Politics, and Political Skill in Job Stress* (pp. 1–32). <https://doi.org/10.1108/S1479>