

Role of organization politics in job turnover: A case study in Afghan Children Read

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Abstract

The presence of organizational politics and the method it is managed in an organization is very important to the success of every organization. Employee turnover is one of the most mentioned problems in organizations which require to be accurately addressed. It is one of the aspects which adjusts the organization's strength and is assumed over to be one of the arguments facing today's organizations. Research have shown that organizational politics is one of the offenders occupied in employee turnover. Organizational politics plays a vital role in how workforces relate to each other at their workplace. This study was carried out to study the role of organizational politics in job turnover in Afghan Children Read Project Organization in Kabul Afghanistan. The research objective is to shed light on both the positive and negative impacts of organizational politics in a work-place and ultimately, job turn over in organizations. Questionnaire were used as survey tools and 60 respondents from various department of Afghan Children Read project filled the questionnaire. Data found from questionnaire were analyzed using the Statistical Package for the Social Sciences (SPSS). The results from this study shows that Organization Politics has its role on employees job turn over, although organization politics may have some positive influence in an organization if used properly, the negative impacts are more noticeable in job turn over and the organization as a whole.

Key words: The Role of Organization Politics in job turn over, Afghan Children Read Project.

Introduction of the Problem of Practice

Environment of organizations made of different people and different background, with different culture, ideologies, behaviors and opinions and these distinctions determines how these individuals grasp all issues in organizations. Organizational politics and its role on job turnover is the mission of self-motivations in an organization, either or not this self-motivations associates to the organizational objectives while Employee turnover points out the percentage of employees that leave an organization within a specific period of time. Politics plays a massive part in an organization, saying how decisions are made by administrators and influencing the affiliation between co-workers in the organization's environment depending on how it is being used- either positively or negatively. In other words, the relationship among employees represents the political atmosphere in an organization. Employees play politics in order to achieve precocious responsiveness and respects from their boss. The political decisions made in organizations have prompted many employees to quit their jobs due to the undesirable atmospheric situations it brings. Staffs who are not experienced in the area of their specialization also engage in negative politics, just to secure their position at their workplace. Employee turnover has been one of the most quoted critical problems organizations face which needs proper pensiveness because it is one of the aspects which change the organization's strength. Practically, employees either leave their jobs willingly based on their personal dealings with the organization or imposed to leave due to the decision of their supervisors. Organizational politics are not naturally unsatisfactory sometimes. Consecutively, it is important to be aware of the unfavorable outcome of organizational politics in order to reduce its negative outcome. Hence, this study distinctly analyzes the impact of organizational politics in job turnover in a working environment. It also aims at examining the positive side of politics in an organization and the

negative effects it has in the working environment. One step further this research evaluates the role of organizational politics on job turnover be it helpful or harmful.

Importance of the Problem

Organizational politics has been defined and measured in several different ways due to diverse definitions. There are two surfaces of political standards that happen in every organization and this could be positive political behavior or negative political behavior. The negative political behavior violates the declared rules of the organization put in place by the people in vital positions. Ultimately, it carries a negative outcome of loss to the organizational environment.

Positive political behavior in an organization motivates productivity among workers in the workplace. Furthermore, Organizational politics can be negative or positive and this involves the use of superiority or relationship with supervisors over each other at the workplace. ACR project organization contents an political norms and its role on job turnover within the organization environment, this practice had been led by the organization's senior management which had its positive as well as negative aspects on the organization activities including employees turnover within project time period. The senior management of the organization played politics in some specific situations positively specially in the staff hiring process for the organization, when some staff were recommended by other organization stakeholders for some positions then the management had been dealing with them politically as a result the candidates were also happy and organization also achieve its goals and were able to hire right and professional staff for the organization. This practice was very successfully to the organization as a result the organization was succeed to find professional and expert staff to achieve organization goals and objectives within budget and time period schedule for the project. If ACR management have not been playing politics in such situations it could cause uncertainty for project activities as well as

achievements of the project and the problem that organization may face with could the dissatisfaction on employees to some extent, and the project might not be completed within the time period and the resourced allocated for the project could not be spent in right direction to achieve organization goals and objectives.

Research Objectives

The general objective of this study is to identify the factors affecting and frustrating employee turnover in ACR organization and to propose guidelines that can help mitigate employee turnover.

Specific objectives of the study.

- To understand the key factors that influence organizational politics in ACR organization.
- To evaluate the effect of organizational politics in job turnover in ACR organization.
- To evaluate how ACR can reduce the employee's turnover.

Hypothesis

The hypothesis for this study is stated below:

H₀ – There are is no effect of organizational politics on job turnover.

H₁ – There is an effect of organizational politics on job turnover.

From the results obtained from this study, the null hypothesis is rejected. Therefore, it can be concluded that organizational politics has an effect on job turnover in ACR organization.

Significance of the Study

Currently in world, politics is complex from organizations because it involves staff in the organization and it has been one of the tools used either to promote or demote staff in the organization at the work environment and this action caused to the departure of many employees due to the negative environment it brings. The consequence of organizational politics in an organization can be much more terrible. Employees and managers who must centralize on the political angles of work may have not as much time to pay more attention to their works. Furthermore, Organizational politics can be negative or positive and this includes the use of dominance or relationship with bosses over each other at the environment. There are two aspects of political standards that happen in every organization and this could be positive political performance or negative political performance. The negative political performance violates the stated rules of the organization put in place by the people in essential positions. Ultimately, it poses a negative outcome of loss to the organizational environment. Positive political performance in an organization encourages productivity among employees. This includes giving employees the privilege to decide boldly, assurance and encouragement to be more dedicated to their jobs rather than threatening their sacrifice. When workers are authorized to express their ideas in their working environment, they build up assurance in one another. Any organization that creates and promotes this unity and motivation among the employees, providing equal rights, will avoid conflicts that can slow down the pace of the organization. Self-centered concentration in an organization is demonstrated through the effort for organizational assets, workers and inter-departmental disputes, the tussle for power and head dignity and clever rule

implemented by supervisors, stewards, and sections. These supervisors, custodians, and departments in the organization will effectuate these pursuits having the aims of getting power, obtaining remote significance, approaching tactful and pricey information, covering true aims and creating associations. Politics in the organizational structures have directives and the sooner a manager decrypts the groundwork, the faster he or she will form a combination that will aid his or her interest. Organizational politics can deprive an employee of his or her job. It can also lead to employee promotion or turnover, depending on who is leading it. When managers in an organization have no regards for those working under them, negativity of authority sets in and this form of leadership in an organization will only drive employees to perform their duties by scaring them with support of responsibility and discipline or paving rooms for partiality among employees rather than acknowledging or rewarding them according to their valuation report and this leads to an increase in workers job turnover in an organization. This remains the very reason why leaders in different organizations should behave generously, giving their employees the opportunity to advise them on some matters before taking a final decision that may lead into discord among each other which might affect workers turnover. To decrease the political environment in working environment, organization leaders should provide free streams of information, open communication, never allow political influence, provide enough resources, administer performance measurement, not personality, remove of political standards, provide more opportunities for employees, and also encourage supervisors to deal peacefully with their employees in the organization and accommodate workers in opposite to their behavior. Doing all these will bring reduction to the perception of organizational politics and enhance employee's morale and task performance which will cause to reduce job turnover in the organization and

employees will stay for longer and produce more outputs for the organization in which they work.

Literature review

Adekoya. (2018), Mentioned that presence of organization politics and how to be handle is very important in every organization. Employees turnover is one of the most common problem in organizations which need to be properly addressed and find out the way how to be solve this problem. It is one of the facts which adjusts the organization's capability and is thought through to be one of the disputes that today's organizations facing. This study has shown that organizational politics is one of the reasons involved in employee turnover. Organizational politics plays an important role in how employees relate to each other at their workplace. This study was carried out to study the effect of organizational politics on employee turnover in private organizations in Nigeria. The research aims to shed light on both the positive and negative impacts of organizational politics in workplace.

Chukwu et al. (2019), Stated that opinions about politics of organization and the relationship with turnover purpose in Public and Private Organizations in Nigeria. Several literatures in organizational politics revealed that turnover intention is an expected outcome. Organization's employees will intend to leave when there is unsatisfied appraisal/benefit system, wages and promotion policies arising from guidance through politics. Employees performance appraisal system/ process in organization are frequently political organization especially when it involves promotions for employees. The data for this research was collected from Primary source. Survey research method was utilized to collect Primary data. Sample size of 90 employees from Public/Private organizations in Enugu State, Nigeria was collected. Simple

regression and Pearson correlation was used to test hypothesis. The simple regression result indicated that perception of organizational politics had positive and significant relationship with turnover intention at 5% level of significance. Pearson correlation result for perception of organizational politics and turnover intention ($r = 0.371 < 0.05$) indicated that positive association exists between perception of organization politics and turnover intention. The positive coefficient means that the increase in perception of organizational politics might lead to increase in turnover intention. The study recommended that management of organizations should discourage politically manipulative behavior and ensure Justice in performance evaluation.

Daskin and Tezer. (2012), Highlighted that impact of insufficiency of available resources, discrimination and organization support as background on organization politics opinions on the lead or decision-making employees and impact of these opinion their turnover purpose in Cypriot hotels as its setting. For this study, a total number of 140 usable questionnaires were collected from frontline staff who was defined as all frontline supervisors from the front office, food & beverage, guest relations, and housekeeping departments working in three, four- and five-star hotels in North Cyprus. The hypothesized relationships were tested using SPSS 18 version through path analysis. The model test results indicated that scarce resources and favoritism are significant determinants of organizational politics perceptions. On the other hand, organizational support was found to be negatively related with organizational politics. The empirical result also demonstrated that frontline supervisors' politics perceptions exerted a positive effect on their turnover objectives. This research makes useful contributions to the current knowledge base by exclusively investigating the direct effect of favoritism on perceptions of organizational politics and indirect influence on turnover intention. Because

favoritism practices have potential to paralyze the organizational justice and create distrustful working environment which makes real performers to engage in political games or quit the job.

Khalid and Ishaq. (2015), Mentioned in their research that the association of organization politics with job related out comes which include organization commitment, satisfaction and turnover intention. They selected 353 university teacher scale for data collection were used by the permission of authors. For measuring Perceived Organizational Politics, Perception of Organizational Politics Scale by Kacmar and Carlson (1997) was used; Organizational Commitment Questionnaire by Mowday et al.(1979) was used to measure organizational commitment; Job Satisfaction and Turnover Intentions were measured with Generic Job Satisfaction Scale by Macdonald and MacIntyre (1997) and The Turnover Intention Scale by Cammann et al. (1979) respectively. For the purpose of their research they designed a hypothesis model and was tested by them. Result of the research showed that perceived organization politics predicted turnover positively but negatively predicted job satisfaction and organization commitment. The research also mentioned that organization commitment has large influence on job turnover purposes. The theoretical worth of the research showed that the findings of this research will be useful the management to plan their future strategies and policies increase the efficiency of employees which ultimately the productivity increase will be useful for the progress of the organizations.

Data and Methodology

Research Design

In this research the case study, research design and deductive approach are used. The aim of this research is to determine the Role of organization politics and its effect on job turnover in Afghan Children Read Project (ACR). Descriptive Research is trying to describe what is happening in more detail, filling in the missing parts and expanding our understanding, to expand understanding about existing knowledge.

This work was carried out based on the primary data collected through the questionnaire instrument. The questionnaire instrument used for this work is a standardized well structured questionnaire. The questionnaires were employed to collect the primary data and relevant information from the employees of service sector. This survey instrument was designed and tested as a part of this work and proved reliability.

Pre-testing

A pilot study was conducted to obtain the preliminary assessment of internal validity of the research survey instrument questionnaire. For this purpose, primary data were collected from 12 service sector employee. The results of the pilot study confirmed the internal reliability of the instrument deployed and hence, the same instrument was used in the identified sampling areas to collect the primary data needed for the present study.

Survey Instrument Reliability

The survey instrument was tested with appropriate reliability analysis comprising the computed value of Cronbach alpha and the alpha value for all the study variable taken up in the survey instrument is found to be well above the suggested value of 0.6 (Nunnally, 1978). The

specific, details of alpha value for each of the study variable constituting the present work is shown in the Exhibit-4.

Exhibit-4 Reliability Statistics

Cronbach's Alpha	N of items
.845	20

Population

Afghan Children Read Project employees were taken as a population of the study because the study used a case study design. A total number of 60 employees out of 100 employees of different departments of the Afghan Children Read Project were selected that would give the in-depth coverage and analysis of the results or the findings. A total number of 60 employees out of 100 employees of different departments and units of Afghan Children Read Project were selected.

Sampling Technique

Sample is a subset of a population, the process of picking a portion of the population to represent the whole population is known as sampling (Biondo et al, 1998). The random sampling technique has been acquired for this research. The different general directorates, departments along with units have been identified keeping in mind the availability and reach.

In the first step a formal permission was obtained through personal visit with heads of departments. In the second stage in a process the questionnaires were distributed personally to pre-selected employees already informed about the purpose of the questionnaire filling.

Source of Data

Both primary and secondary data were collected during the study. The techniques that were used included administering of written questionnaires, observations as well as reviewing existing data. The study relied on both qualitative tools such as open-ended questionnaires, and observations and quantitative tools such as a review of existing data and records for data collections.

Data Analysis

The study analyzed data by using Statistical Package for Social Science (SPSS) software. Data processing involved editing, coding, tabulation which were used as key factors in the whole process of research. This was done in order to make the research accurate and effective. First a formal permission of each department's head has been taken then a total number of 65 employees of different departments and units of the Afghan Children Read Project was contacted and visited. Though after informing employees about the purpose of filling the questionnaire and determining the time for collecting the questionnaires the total numbers of 60 filled questionnaires were received in the form of hard copy. The data was decoded and entered in to the latest version SPSS. The statistical functions were used to test the hypothesis and analyze the objectives of this study and the results are presented in the next sections of this study.

Findings

1. From the demography findings of this study it is known that majority of the respondents belongs to graduate category of education and 31-40 years of age.
2. It is also found that majority of the respondents belongs to graduate category of education, five years internet users' group and married one income group.

3. Organization environment shall be free of politics and more policies shall take place in the organization management instead of involving politics in organization structure.
4. Organizations' politics shall keep away from resource management and succession and there shall be separate authority matrix for power and authority rather than involving organization politics.
5. Employees can be satisfied by encouraging them through appreciation certificates, giving them gifts and increasing their financial package as well as to manage through proper communication channels which are placed in the organization.
6. Emotional learning can be affected by involving politics in employees working environment and employees can be encouraged by providing capacity building.
7. Organization can maintain job turnover by giving more flexibility in employees working hours to achieve organization goal and there shall be entertainment facilities for employees to be mentally as well as physically ready for work rather than putting organization's political pressure on them.
8. Organization shall maintain skill and professional employees also to maintain job schedule to reduce the stress on employees.
9. Organization shall provide good packages so that employees would not search for new job and provide equal wages packages for employees in same level to reduce job turnover.
10. Organization's environment shall be more flexible for employees to have good performance and not take emotional decision.
11. The event shall be arranged by choice of employees and beside employee's annual appraisal there shall be capacity building opportunities as well.

12. Employees of organization shall be aware about the organization goal through a workshop.
13. There shall be entertainment facilities for employees to reduce the tension in organization's working environment.

Recommendations

Following recommendation found from the study of this research

1. The management should make sure that there is proper communication system in the place and useful for creating awareness about organization information required for employees.
2. Employees of the organization shall be treated fairly and can be compensated by their management according to their job performance and achievements this will enable the employees to perform well and give more to organization.
3. Organization shall make sure that there is strong enforcement of policies and regulation application so that employees will not feel that to do whatever they want.
4. The management of organization shall provide good working environment so that employees can feel motivated and enhance their efficiency in workplace.
5. Employees of organization shall be strongly supported by their managers this will make them accept the load of work in organization and to stay longer with organization.
6. Organization management shall prepare a comprehensive and strategic compensation package for employees which will serve as motivation tool for employees and this will give more energy to employees to produce more to the organization.

7. Organization's management shall provide capacity building training and equipment required to the employees in order to perform their tasks on time and boost their knowledge in related field.
8. Organization management shall try to provide flexibility to employees in their working hours and shall be result base rather than to keep employees bound to working hours.
9. Organization shall try to hire professional and skills employees at starting this will help the organization management to reduce stress on employees in the time of working and productions.
10. Organization management can prepare a reward package through which can encourage employees this will enable the employees to stay for long with organization.
11. The management of organization shall try to not take emotional decision while they can study about employees and then take the decisions.
12. To encourage the employee's organization can organize a short-term workshop/ seminar to update employees about organization goal and objective and give them a clear vision for future achievement this will make the employees well-aware about their tasks and performance.
13. Also, it is recommended that organizing some exposure visits and entertainment events by organization management will enable the employees to feel happy and fresh which will reduce the tension on employees in their working place.

Limitations of the study

This study was conducted within the organization Afghan Children Read (ACR) project with professional employees and head of departments there were some major limitations faced during the study, most of the employees avoid to share ideas about different matters due to organization

politics, which is considered as a very sensitive aspect, second limitation was that employees and top management had fear and thought that this study might be threatening to their internal political stability and may ban the survey being distributed to the employees. Third limitation to the study was the time of employees for questionnaire most of the employees shown themselves busy and had no spare time to fill the questionnaire but they were convinced to cooperate in this task assignment to them. Fourth limitation was the unfamiliarity of the respondents with the selected topic it was explained to them that organization politics is the internal politics which top management applying and mostly has its effect on employee's satisfaction within their job. There were no objections to the survey questions asked nor were there any issues with the number of employees needed to participate.

Conclusion

In this study examined and analyzed the view of ACR employees regarding organization politics, the effect of organization politics on employee's turnover, factors that activate organization politics and the effect of organization politics on organization management. The results received from this study shows the organization politics has its role on employee's turnover and organization as a whole. From the results received for this study, the null hypothesis is rejected. Therefore, it can be concluded that organizational politics has role on employee turnover in ACR.

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