Perceived Organizational Politics in Workplace and Work Performance : An Empirical Study from Public Service Organization :A Case of Tribhuvan University Teaching Hospital (TUTH), IOM, TU

NischalRisal

Lecturer, Nepal Commerce Campus, Tribhuvan University, New Baneshwor, Nepal

ABSTRACT

The research aims to provide empirical evidence of the effects of POPs on organizational performance. The organizational performance has been analyzed with the variables job stress and job satisfaction. The population of the study is IOM, TUTH as a public service organization. The purposive sampling method was adopted in the primary survey analysis. One hundred ten questionnaires had been collected from administrators, academician, consultant, and professionals. The usable questionnaires were one hundred comprising of sixty percent male and forty percent female. The already tested questionnaires; nine items five point likert scale in measuring POPs, seven items five point likert scale in measuring job stress and six items five point likert scale in measuring job satisfaction have been used to collect the responses on research issue. The research is qualitative study based on descriptive statistics. The study has shown the negative POPs inside the organization. The misuse of authority and power on wrong decision making on promotional activities, leader selection and recruitment decisions had been found. The study had also shown that employees were pulling others to go up. The influential group was found active. It was found difficult to cross that group. The employees were found stressful on their job but satisfied with co-workers, current job and current salary. The prevailing situation of IOM, TUTH had made them stressed and the job performance was found decreasing. The performance evaluation system and supervisors activities were mostly affected by POPs. The study finally concluded that higher POPs would lead to higher job stress and lower the job satisfaction. Hence, the study revealed that POPs affected the organizational performance of IOM, TUTH.

Keywords:_Institute of Medicine (IOM), Tribhuvan University Teaching Hospital (TUTH), Organizational Politics, Job Stress, Job Satisfaction, Service Organization_

I.   Introduction

Politics can be defined as the use of power to influence decision in order to achieve a desired outcome (Daft, 2007). Organizational politics is defined as a social influence process in which organizational members engage in opportunistic behavior for purposes of self-interest maximization.Organizational politics are informal, parochial, typically divisive and illegitimate behaviors aimed at displacing legitimate power in different ways

(Mintzberg, 1983). The basic objective of workplace politics is to protect and enhance the self-interests of an individual (Mahmood and Rizwan, 2009).

The behavior in organizations is often political in nature but there is a lack of evidence in this area. Many antecedents and consequences of organizational politics are still to be explored. There may be three types of reactions of employees within a politically abused organization. Firstly, a strong coalition or group may emerge in an organization in which the

overall organizational goals are neglected and the group's or lobby's goals are safeguarded. Secondly, some people may not be the part of this coalition but they go along ahead. Thirdly, in an organization, there is biasness in pay and promotion decisions (Bodla and Danish, 2009).

Organizational politics is not recognized by the formal rules and regulations in organizations, but is prevalent in the workplace. The previous studies have argued that employees' perceptions of organizational politics lead to a variety of negative outcomes for organizations, including low levels of job satisfaction, organizational commitment, task performance, and organizational citizenship behaviors, the study had suggested that there could be a positive relationship between perceived politics and individual outcomes. In sum, the relationship between perceived organizational politics and employees' job performance was found by identifying a possible boundary condition and the psychological process (Zhonghua and Chen, 2014).Most of the studies in this context were conducted in western culture. No one can ignore the fact or existence of politics in work settings. So, the study was focused on the perceptions of employees' in relation with behavior of others which reveal their performance.

Perceptions of organizational politics and workplace cooperation are two socially constructed variables that have received minimal attention, yet are potentially very influential in determining the effects of stress and strain on employees. Both theoretical and empirical research (Cropanzano et *al.,* 1997; Ferris et *al.,* 1989) had substantiated the conceptualization that perception of organizational politics and stress share considerable domain space. In line with the above line of research, the relationships between perceived organizational politics and work performance in public service organization have been felt to be analyzed.

A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences is job satisfaction (Locke, 1976).Spector (1997) listed 14 common facets of job satisfaction; appreciation, communication, coworkers, fringe benefits, job conditions, nature of the work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security and supervision. Job satisfaction can be viewed as a quality of working life and its relationship with other key factors, such as general well-being, stress at work, control at work, home-work, home-work interface and working conditions (Tomazevic and Aristovnik, 2014). The study have been focus on the reaction of the employees within politically abused organizations, i.e., how employees feel about political climate and its relationship with various work attitudes which are determinants of the performance of employees in the organization. So, the study was focused on to examine the relationship between organizational politics and a series of work related outcomes in public sector organization (IOM, TUTH).

Organizational politics seems to become more prominent when an organization strives for more and better resources (Vigoda, 2000). Very limited researches have been conducted in developing country like Nepal. The most meaningful research done by Vigoda (2002) in Israeli public sector was reported. Therefore, the study aimed to contribute in understanding the role of organizational politics on job satisfaction and job stress in public sector organization of Nepal. Based on general observation, it can be said that organizational politics are very intense in Nepali organizations. The research had been designed to access the level of organizational politics in Nepali public sector organization (IOM, TUTH) and analyze the impact of organizational politics in the job stress and job satisfaction of the employees.

II. Empirical Evidences

Organizational politics is an integral aspect of organizational life and relates to power, authority and influence. Power is defined as an attempt to influence

others (Pferfferm 1981; and Cobb,1984) and ability to mobilize resources, energy and information on behalf of a preferred goal or strategy (Tushman, 1977). Pettigrew (1973) defined company politics as the byplay that occurs when one man or group of men wants to advance themselves or their ideas regardless of whether or not those ideas would help the company. James and Arroba (1990) concluded that the need for managers to be more politically sensitive, due to social and organizational changes. The dual nature of the link between politics and stress were explored. The study concluded that the effect of stress on the dimensions of political skill to be assessed. In conclusion, the implications of these links for management and organization development had been drawn. Mahmood and Rizwan (2009) concluded that POP was negatively related to job satisfaction, organizational commitment and job involvement, and positively associated with job stress and turnover intentions. Cropanzano, Howes, Gradey and Toth (1995) defined organizational politics as "social influence attempts directed at those who can provide rewards that will help promote or protect the self interest of the actor". Hochwarter, Witt and Kacmar (2000) found that perceptions of organizational politics (POP) moderated the stress related relationship, and this leads to a natural question of what other relationships like job satisfaction, job involvement and pay satisfaction. Once politics are perceived, individuals tend to view the workplace as a self-focused environment characterized by self-serving behavior (Ferris, Harrell and Dulebohn, 2000). It was argued that, this kind of self-reliance and forced individualism diminished employees ability to deal with workplace stressors and the resulting strains (Ferris et, *al*, 2002), and increased their desire to escape from undesirable situations.

Vigoda, Kapun and Danit (2005) revealed that the political perceptions differ substantially across sectors and were higher in the public than in the private sector. This was mainly due to the impact of external politics as the public sector is open to government policies and practices. This can be seen in the Nepali

public sector as well. Brian, Mathew and Robert (2008) in the meta-analysis concluded that POP and job satisfaction had strong negative relationships and moderately positively relationship with job stress and turnover intentions.

Bodla and Danish (2009) empirically evaluated the degree of perceived organizational politics and its influence on job satisfaction, organizational commitment, job involvement, and job stress and turnover intentions in Pakistani job settings. It was found that perceived organizational politics were negatively related to job satisfaction, organizational commitment and job involvement and positively associated with job stress and turnover intentions. Adams, Treadway and Stepina (2008) found that the dispositions of equity sensitivity and negative affectivity serve as determinants of political perception formation and development. This implies that an individuals' relative equity sensitivity might offer additional insight in to the development of political perceptions by individuals in organizational environments.

Poon (2002) found from the path analysis on the survey data that job ambiguity, scarcity of resources, and trust climate were significant predictors of perceptions of organizational politics. Specifically, employees who perceived a high level of politics in their workplace reported higher levels of stress, lower levels of job satisfaction, and higher levels of intention to quit than did employees who perceived a low level of politics. Kacmer and Ferris (1991) and Ferris and Kacmar (1992) had argued that the higher the perceptions of politics in the eyes of an organization's member, the lower that person's eyes would be on the level of justice, equity and fairness. Rosen et, *al*. (2009) examined the role of emotions in mediating the effects of perceived politics on unfavorable employees' outcomes. They proposed that frustration translates employees' perceptions of politics into lower levels of performance and increased organizational withdrawal (i.e., turnover

intentions) through a meditational path that involves job satisfaction.

Cacciattolo (2013) had shown that the interpersonal political behavior might have an intense effect on the employees learning, particularly informal learning. Meriac and Villanova (2006) suggested that more research have been required to investigate the individual differences of employees and their behavior in a political climate, specifically the interactions that take place. Madison (1980) pointed out that employees of a higher organizational level have a stronger POPs than employees of lower positions, because they have more power, allowing them to obtain resources and manipulate political behaviour to earn more profits. Yen, Chin and Yen (2009) revealed that the stronger the POPs, the better the workplace friendship, though the assumed moderating effect of organizational level is insignificant.

2.

The historic results had proved the importance of study on perceived organizational politics and its relationship with organizational performances. The lack of sufficient empirical evidences on this issue was main motivating force to study the subject in more detail. Since, earlier study was built on western perspective and specific research on public sector was scanty, this study had been conducted with an attempt to bridge the gap in the literature by offering empirical evidence to the extent of which result in Nepal would be parallel to past studies. Hence, the study had been focused on the POP and its impact on performance to see whether consistent or contradictory results be found in Nepali context.

Nepali organizations are seemed very prone to politics. An external political environment is fragile and in transition, most of the organizations are suffering from high degree of organizational politics. This has led those organizations to lower level of productivity and higher level of stress on employees.Hence, such type of study would give some insight on affect and importance of perceived organizational politics on performance. Several studies have been conducted on perceived organizational politics and its impact on job performance. But there has not been any study found on such big public service organization (IOM, TUTH). It would help to explore the major obstacles of improvement in the loophole of the organization. Furthermore, it would also be the basis for further research.

III. Objectives of the Study

The research had aimed to explore the perceived organizational politics and employees' performance in IOM, TUTH on the basis of selective tools and techniques.

The specific objectives of the research were as follows:
1. To examine the link between perceived organizational politics and organizational performance.

2. To see the impact of perceived organizational politics on job satisfaction and job stress.

Hypotheses

Perceptions of organizational politics are positively associated with job stress. H2:Perceptions of organizational politics are positively associated with job satisfaction.

IV. Research Methods

The research design adopted consisted of descriptive research designs to undertake fact-finding operation searching for adequate information in the context of perceived organizational politics and its impact on organizational performance. A survey design was included in research design, which surveyed the opinions from employees from IOM, TUTH.They study was qualitative in nature.

Universe of the study

The universe of the study consists of Tribhuvan University Teaching Hospital (TUTH), TU. The present study had covered the directors, metron, head of departments, professors, associate professors, lecturers and officers level administrative and technician staffs as population of the study.

Data collection techniques

The respondent of this study were from the public service employees from TUTH. The questionnaire was a major tool for primary data collection.The already tested questionnaires were used to collect the primary data.

Sampling

A sample size of hundred respondents had been taken on the basis of purposive sampling method. The purposive sampling method was used to include people who represent the widest variety of perspectives possible within the range specified by the purpose of the study. A valid purposeful sample in this case would, at the least, had to include all the participants in order to draw conclusions about interactions or relationships between them. The sample was heterogeneous in nature.

Variables and measures

The perception of organizational politics had been taken as independent variable and job satisfaction and job stress were dependent variables. Based on previous studies, a shorter version of nine item scales had been applied to test the POPs (Kacmar and Ferris, 1991; Kacmar and Carlson, 1997; Vigoda, 2000). Respondents were asked to indicate how satisfied they were with their current job, co-workers, supervisors, salary, and opportunities for promotion and work in general on six item scale developed by Schrissheim and Tsui (1980). Cohen and Vigoda, (1999) and Vigoda and Kapun (2005) had used this scale in their studies. To measure the job stress seven items version of the original scale by House and Rizzo (1972) had been used. Cohen and Vigoda, (1999) and Vigoda and Kapun (2005) had used this scale in their

studies. Likert scale from one (strongly disagree) to five (strongly agree) had been used to measure the respondent response. The SPSS package had been used for the analysis of the data. The conclusion was drawn by using descriptive statistical tools and interpretation of open ended questions.

This research was carried out on manpower, time and budget limit basis as the research had been conducted with mini-research purpose under University Grant Commission, Nepal. Thus, the study had covered only the small area of public service organization i.e., IOM, TUTH. The content validity and contextual validity had not been tested in the study. The cause and effect relationship had not been analyzed in this study. The perceived organizational politics was associated with different variables such as productivity, absenteeism, motivation, turnover etc. This study was bounded on the relationship between perceived organizational politics and job performance on the basis of job stress and job satisfaction.

V. Results

Profile of the respondents

The survey was conducted in the beginning of the year 2014. The data analysis had been focused on self-administrated structure questionnaire. Initially 160 questionnaires were distributed to respondents from Institute of Medicine premises. Out of total questionnaires, 110 questionnaires were collected. The hundred responses had been usable, i.e. approximately 68.75 percent total response rate. With respect to sex of respondents, 60 percent were male and 40 percent in female categories. The majority of the respondents were academicians and it was followed by administrator, professionals and employees from Nepal government and private contracts as a consultant respectively (Panel A).The Panel B indicated that majority (62%) of the respondents was more than 35 years of age.Out of total respondents, 54 percent had post graduate degree and 23 percent had graduate and Ph.D. and/or equivalent degree in their education (Panel C). None

of the respondents were found who had only undergraduate degree. In the aspect of their experiences, majority of respondents had more than twenty years of experiences. Some of the respondents were found silent in response towards years of experiences.

Profile of Respondents

Panel A: Respondents' Title		
Respondent's title	Number of respondents	Percentage
Total responses	100	68.75
Sex: Male	60	60
Female	40	40
Total	100	100
Academician	38	38
Government/Private Service	8	8
Administrator	30	30
Professional (Auditors, Lawyers, Doctors, Nurses, Engineers etc).	24	24
Total	100	100
Panel B: Age of the Respondents		
Less than or equals to 35 years	38	38
More than 35 years	62	62
Total	100	100
Panel C: Qualification of the Respondents		
Undergraduate	0	0
Graduate	23	23
Postgraduate	54	54
Ph.D. and/or further	23	23
Total	100	100

Respondents' views

The common findings on open ended questions were that the majority of the respondents had agreed on the practices of perceived organizational politics. According to their common views, the dirty politics was found deep-rooted in the departments and units of IOM, TUTH. The respondents wanted to aware that the more negative political activities would bring down IOM and quality of service provided by TUTH. Few respondents had still felt that organizational politics would not be important. Other respondents viewed organizational politics should be within the organizational premises and laws.

The respondents thought that perceived organizational politics had affected the job performance. Higher the level of perceived organizational politics, higher would be the job stress, turnover and lower would be the job satisfaction. The logic of the respondents was that employees would put effort on convincing others and forming groups rather than focusing on organizational work which would degrade performance of the employees. The organizational politics should be justifiable otherwise it would certainly affect the job performance.

The respondents had indicated the positive relationship between organizational politics and job stress. The common opinion behind this statement was that the organizational politics had resulted the unfair distribution of resources and opportunities among the employees and thus irrelevant and cunning people were getting benefited while the sincere ones was sidelined. The relation based appraisal was found rather than performance based appraisal. The wrong decision made by using authority and political interventions had depressed the employees and decreased their work performance.

Nepotism and favoritismwas found prone to IOM, TUTH. The recruitment process, leadership and evaluation on promotion were found mostly affected area due to negative perceived organizational politics.

Analysis of Perception of Organizational Politics in the Organization and Work

The descriptive analysis of the tabulated results had shown that the mean values of the observation statements varied from 2.34 to 3.76. The majority of the respondents had identified the perceptive organizational politics in their organization as people in their organization attempted to build themselves up by treating down, followed byreward given to hard working employees, and coworkers offers to lend some assistance. It was because they had expected to get something out of it, not because they had really cared. The respondents had given equally importance to presence of influential group that no one had ever crossed, and pay and promotion policies applied politically in their respective departments.

With respect to statements regarding favoritism, 38 percent agreed, 31 percent neutral and 31 percentwere found disagreed. The least important was given to the factor of perception of organizational politics such as fear of retaliation by other individuals, change in policies and promotion given to high performers.

Analysis of Perception of Organizational Politics in the organization and work

S.N.	Statement	Percentage of Response					Mean	Rank
		1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree		
1	Favoritism rather than merit determines who gets ahead around here.	7	24	31	24	14	3.39	V
2	Rewards come only to those who work hard in this organization.	0	30	16	32	22	3.46	II
3	People in this organization attempt to build themselves up by treating others down.	0	0	31	62	7	3.76	I
4	If coworkers offer to lend some assistance it is because they expect to get something out of it, not because they really care.	0	39	0	38	23	3.45	III
5	There has always been an influential group in this department that no one ever crosses.	0	30	16	47	7	3.31	IV
6	Since I have worked in this department I have never seen the	0	22	40	23	15	3.31	IV

	pay and promotion policies applied politically.							
7	People here usually don't speak up for fear of retaliation by other individuals.	0	7	23	54	16	2.79	VII
8	I have seen changes made in policies here that only serve the purposes of a few, not the work unit or organization.	0	55	15	23	7	2.82	VI
9	Promotion in this department generally goes to high performers.	21	32	39	8	0	2.34	VIII

*Note:This table reports mean weighted of the responses on the given statements. The mean values are calculated by assigning scores one through four ranking from most important to least important respectively and by multiplying each score by the fraction of responses within each rank. A score of zero is assigned when a statement is not ranked. *These estimates are based on 100 responses.*

Analysis of Job Stress in the Organization and Work

The majority of the respondents were found in job stress. The mean score on each item and their corresponding ranking has been shown in the table.

*Analysis of Job Stress in the Organization and Work Note:This table reports mean weighted of the responses on the given statements.The mean values are calculated by assigning scores one through four ranking from most important to least important respectively and by multiplying each score by the fraction of responses within each rank.A score of zero is assigned when a statement is not ranked.*These estimates are based on 100 responses.*

The analysis found that the mean score ranged from 3.18 to 5.34. The majority of the respondents found stressful while working. They were found irritated or annoyed over the ways things were going at IOM, TUTH. Even though, they had felt proud to become the member of such a large organization of the nation. The employees were not found active. They were not ready to contribute with great effort towards the organization for its success. The respondents had given less importance in shifting of job for health awareness, and tension factor. Out of total respondents more than fifty percent of respondents were working under a great deal of tension. The interesting finding from the analysis was that majority of the respondents were in job stress, however more than 75 percent of respondents would not like to quit the job. The respondents had felt proud of being the member of the organization.

Analysis of Job Satisfaction in the Organization and Work

Analysis of Job Satisfaction in the Organization and Work

S. N.	Statement	Percentage of Response					Mean	Rank
		1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree		
1	I work under a great deal of tension.	0	31	15	38	16	3.39	VI
2	If I had a different job, my health						3.18	

#	Statement						Mean	Rank
	would probably improve.	0	37	24	23	16		VII
3	I get irritated or annoyed over the ways things are going here.	0	16	7	54	53	5.34	I
4	I seem to tire quickly.	8	22	8	38	24	3.48	IV
5	I am willing to put a great deal of effort beyond that normally expected in order to help this organization be successful.	0	15	15	47	23	3.78	III
6	I am proud to tell others that I am part of this organization.	0	0	23	31	46	4.23	II
7	I really care about the fate of this organization.	0	7	47	38	8	3.47	V

Note: This table reports mean weighted of the responses on the given statements. The mean values are calculated by assigning scores one through four ranking from most important to least important respectively and by multiplying each score by the fraction of responses within each rank. A score of zero is assigned when a statement is not ranked. *These estimates are based on 100 responses.

The majority of the respondents were found satisfied with co-workers followed by current job, assigned task and current salary. More than fifty percent of the respondents were not satisfied with opportunities for promotions. The study had found that the respondents were also not satisfied with their supervisors. The respondents had given this factor less important as compare to other factors of job satisfaction.

Major Findings of the Study

The major findings of the study were as follows:

1. The majority of the respondents were highly educated persons with long time experienced employees working in IOM, TUTH.
2. The dirty politics was found deep-routed in the departments and units of IOM, TUTH.
3. The quality and services provided by IOM, TUTH was found in decreasing trend due to mis-utilization of authority in wrong decision making.
4. The respondent viewed that the higher levels of perceived organizational politics affect the job stress and job satisfaction.
5. The POP in IOM, TUTH was not supporting to the organizational expansion and growth.
6. The recruitment process, leadership and evaluation on promotion were major area affected by negative perceived organizational politics have been found.
7. The activities such as pulling of colleagues for own progress, lack of cooperation, influential group, presence of favoritism had proved that the perceived organizational politics had been deep rooted in IOM, TUTH.
8. The employees of IOM, TUTH were found stressful while working. The employees were found in tension condition and irritated or annoyed over the ways things were going at IOM, TUTH. Hence, the study concluded that perceived organized politics had direct impact on job stress.
9. The study had supported the hypothesis that the perceptions of organizational politics are positively associated with job stress.
10. The employees of the IOM, TUTH were found satisfied with the current job, current salary, co-workers but it was found that the respondents were not satisfied with supervisors and opportunities for promotions. This had explained the impact of POP on job satisfaction. Hence, the study had revealed that the perceptions of organizational politics were negatively associated with job satisfaction. This means, the alternative

hypothesis had been accepted. The study found the inverse relationship between POP and job satisfaction.

In conclusion the study had revealed that higher the level of perceived organizational politics, higher would be the job stress, turnover and lower would be the job satisfaction.

Discussions

The dimensions of political skills were analyzed and found the linkage between POPs with organizational performance. This conclusion is consistent with James and Arroba (1990) findings and Cobb (1984) definition to power. POPs was found negatively related to job satisfaction and positively associated with job stress which are consistent with the findings of Vigoda (2002); Mahmood and Rizwan (2009); Hochwarter, Withh and Kacmar (2000); Modla and Danish (2009); Poon (2002); and Bodla and Danish (2007). The findingswere somehow contradict wtih the findings of Yen, Chin and Yen (2009).The study concluded that the perceived organization politics have been deep rooted to IOM, TUTH thus employees tend to view the workplace as a self-focused environment characterized by self-serving behavior. The finding is consistent with the finding of Ferris, Harrell and Dulebohn (2000) and Altman (1985). The study had concluded the relationship of POPs to job satisfaction and job stress on the basis of highly experienced and educated employees of the organization. Hence, the study has concluded that high level employees with high education and long experiences have stronger POPs than lower level, less educated juniors. This finding is consistent with the findings of Madison (1980). The study had found the good co-relationship among the employees of same level even with stronger POPs.

Implications

The several policy implications can be drawn from the findings of the study. It is strongly recommendedto the concerned that IOM, TUTH a public organization, an umbrella institution of TU's perceived organizational politics had affect on the job satisfaction level of employees. The job stress was prevalent in the organization. Thus, it is recommended that IOM, TUTH to focus on policies, rules and regulations that will be beneficial in enhancing the productivity of the organization by applying the positive aspects of perceived organization politics in job performance.

POPs become serious problem in the organization and affected the employee morale thus productivity is degrading day by day. The proper monitoring and supervision system, transparency, research/training and development, orientation, motivational tools and techniques are recommended for the betterment of the organization.

The performance evaluation should be based on real performance evaluation basis, nepotism and favoritism should be demoralized. The appointment of department heads, officials, campus chief, director, coordinator, dean etcshould not be based on political quota basis. The present conditions should be improved to cure the irritation problems of the employees currently working under the organization. The study had pointed out that the organization is on breakeven, if not improved properly; it will probably follow the path of recession soon.

VI. Conclusions

In conclusion, it is recommended that the study is further improved with more sample size, different variables of POPs, job performance and job stress and also other external variable which might provide a strong relationship between the variables. Thus, this study is left for future to be further explored.This study possesses all the inherent limitations of financial data.Therefore the limitations of the small sample and data are also very much prevalent here.It is also not unlikely that the multi co-linearity among independent variables might create the problems in

generalization of the findings. The future research is necessary to determine the potential influencing factors for measuring organizational performance.

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