

Organizational Politics, Transformational Leadership and Neglect in Banking Sector

Qaisar Iqbal¹

Branch Banking, MCB Bank Ltd, Attock, Pakistan

Abstract

This study examined the influence of perception of organizational politics on negligent behavior of employees in banking sector. The aim of this study was to determine the relationship between perception of organizational politics and negligent behavior and investigate interaction effect of transformational leadership. A questionnaire was designed to collect data from two hundred subjects who were employees of a large commercial bank posted in twin cities Rawalpindi and Islamabad. It was concluded that there is significant relationship between perception of organizational politics and negligent behavior of employees. Transformational leadership has been observed as moderating the association of perception of organizational politics and neglect. Based on the data analysis, it is recommended that employees should strive to understand and tackle strategically political activities in their organizations to improve their satisfaction and avoid conflict.

Keywords: Organizational Politics, General Political Behavior, Negligent Behavior, Transformational Leadership.

Cite this article: Iqbal, Q. (2016). Organizational Politics, Transformational Leadership and Neglect in Banking Sector. *International Journal of Management, Accounting and Economics*, 3(10), 609-622.

Introduction

Politics in organizations is inevitable. Personal experiences, instincts and subjective evidences have made it clear about presence of political behavior in organizations. Being power relations and influence tactics, this political behavior has received growing attention in academic research. Researchers have primarily investigated impact of organizational politics over the organizational outcomes. There is general confidence

¹ Corresponding author's email qaisarkh86@gmail.com

about organizational politics being obstacles to the prime performance of organizations. Organizational politics may be abstracted as reality or perception. Employees always act upon their perception of reality. Understanding employee's perception of politics has significant importance from eye view of organization. Therefore claiming that perception of organizational politics affect employee's behavior is rationale (Vigoda, 2000).

There are strong research evidences about negative influence of organizational politics on both employees and working environment. A negative impact of organizational politics over job performance has been established in previous studies. Employee's effectiveness has critical role in the success of organization. Enormous studies exhibit organizational politics as significant processor of employee's performance. Organizational politics is considered as behavior designed strategically to get the best out of achievements against overall organizational goals or interests of other employees. There is negative image of organizational politics in the eyes of employees in organization. Many studies have been conducted to analyze inter-relationship of organizational politics with theory of equity and justice in organizations.

Employees react to job dissatisfaction in many ways. Focus of employees shift from work activities to non-work activities. They can try to improve the circumstances. They try to find new job and leave organization. They can maintain their loyalty with present employer. All reactions shown by workers have direct and indirect cost. Direct cost constitutes time and energy consumed in their actions. Indirect cost is nasty things that stem from actions of employees. When neglect is practiced by employees, they are ready to face disciplinary action, blocked opportunities and loss of good name. Probability of negligent behavior is high when employees find high cost of exit and voice, external locus of control, low level of job satisfaction, improvement and organizational commitment. Neglector is a passive person who thinks action is costly and things are better outside.

Literature Review

Transformational Leadership

There are robust evidences about strong impact of leadership on employee's performance, commitment and organizational citizenship behavior. Different leadership styles have been investigated with different facets of organizational outcomes. Transactional and transformational leadership have been remained prime focus of most researchers. However, transformational leadership has been found with strong impact on job-related behaviors of employees and eventually their work outcomes.

Leaders always inspire people to get goals achieved whether it is in the context of organization or social set-up. Transformational leadership has been first introduced in the perspective of change that can take organization to the desired level. Transformational leadership is dependent upon trust and commitment shaped within organization. Transformational leadership is defined as style of inspiration linked with organizational change process which is ascribed to the leaders in organization. There are research evidences about robust positive impact of transformational leadership over motivation and performance of employees to achieve goals. They make the followers part of organizational environment and its culture. They motivate employees to present debatable

ideas without any fear and punishment(Barbuto, 2005; Feinberg, Ostroff, & Burke, 2005; Greenberg, Baron, Sales, & Owens, 2000; Johns & Saks, 2001; Spreitzer, Perttula, & Xin, 2005; Stone, Russell, & Patterson, 2003; Yukl, 2002).

Transformational Leadership Dimensions

Dimensions of transformational leaderships identified by Bass and Avolio (1989) are as follows,

- Idealized Influence

Transformational leaders deliver vision, inspire followers, and gain trust and respect in reciprocation(Stone et al., 2003).

- Inspirational motivation

Transformational leaders always act as model for their followers. This dimension explores the ability of leaders to stimulate confidence of followers into his/her vision and values.

- Intellectual consideration

Transformational leaders act as coaches and mentors. They continuously provide feedback to employees in order to their development besides professional communications concerned with organizational development.

- Intellectual stimulation:

Transformational leaders encourage their sub-ordinates to assess their customary way of doing things and provide critical ideas to solve problems at their end.

Research studies have been concluded with intense positive impact of transformational leadership over job satisfaction and performance of employees. When leaders of an organization have comprehension about needs, values and hopes of their employees, they will be most likely to influence them. High level of emotional sensitivity and awareness brings highest comprehension for leaders. From the viewpoint of individual employees, leaders should be supportive, sympathetic, and compassionate and deliver personalized attention. These necessities are easy for leader who is high in not only understanding other's emotions but also well in managing his own (Bass, 1985; Kirkpatrick & Locke, 1996).

Transformational leaders present vision, mission and a plan for accomplishment of tasks. They reduce ambiguity, uncertainty and make it clear to tackle challenges in a more decent way. Transformational style strengthens merit, justice and fairness. Therefore, transformational leadership thus, transformational leader may reduce perception about organizational politics. Transformational leadership produces positive working environment that strengthen professionalism and reduces perception of organizational politics. Transformational leaders always characterize transparency about decision making which exhibits fairness and trustworthy nature of leader and organization leading

towards reduction in perception about organizational politics (Bass, 1985; Ferris, Russ, & Fandt, 1989; Kacmar & Ferris, 1991; Witt, Kacmar, Carlson, & Zivnuska, 2002).

Perceived Organizational Politics (POP)

Organizational politics involves actions of individuals which are taken in their self-interest besides for the well beings of others or their organization. Political behaviors include going around line managers, lobbying executives of organization and not following proper procedures with the intent of gaining rewards. These behaviors are not consistent with recognized policies of organization although these are not generally disregarded and expressed as prohibited (Ferris, Adams, Kolodinsky, Hochwarter, & Ammeter, 2002; Kacmar & Baron, 1999; Kacmar & Carlson, 1997).

Employees of an organization always react to the perception about reality besides reality itself. When employees observe political behaviors, they respond both psychologically and physically to such environment. Employees will feel physically fatigue and somatic tension. Psychologically, there will be reduced commitment, job satisfaction and increased turnover among employees of organization. Thus, Political behaviors increase stress among workers so it is considered as workplace stressor (Adams et al., 2002; Bozeman, Hochwarier, Perrew, & Brymer, 2001; Cropanzano, Howes, Grandey, & Toth, 1997; Vigoda, 2000).

Organizational politics has been defined in two ways i.e. means and ends. Under means approach, organizational politics is defined as acts taken by employees either sanctioned or not sanctioned by employer. It constitutes assertiveness, rationality, exchange of benefits, blocking, coalition and ingratiation. End approach of organizational politics takes into accounts those actions which are self-serving and against the organizational interest. Ambiguity and degree of effectiveness have been categorized as conditions that bring about perception of organizational politics. First condition identifies. Unclear goals and procedures and ambiguity in roles and responsibilities create opportunities for individuals to employ political behavior. Degree to which political behavior is considered effective in attaining personal objectives, engender political behavior. Employee's ability to understand working environment is also contributor to perception of organizational politics (Darr & Johns, 2004; Gunn & Chen, 2006; Hochwarter, 2003; Zanzi & O'Neill, 2001).

Negligent Behavior

Extant literature exhibits neglectful behavior under the construct of voice. This construct has been extended from a weak grumbling to intense protest. Although voice and protest has very different characteristics but both communicate attitudes of employees to employers. Under voice domain, employees have ability to influence workplace but they lack ability to affect organizational practices in the presence of protest. Dissatisfied employees could either leave or involve in silent harm. When employees are not in position to quit organization, they may express negative attitudes towards employers thus involve in negligent behavior.

Neglect is defined as deliberate failure of employees to execute assigned tasks or with careless attitude. Under the umbrella of negligent behavior, employees show lack of interest or don't take part actively in organizational practices. There is different between goodwill and negligent behavior. Negligent employees deliberately perform at lowest level. Employees, who withdraw their goodwill, may accomplish their duties satisfactorily. Thus neglect is akin to external exit. Neglect behaviors constitutes of not just shirking and protests but also repetitive lateness, groundless absence, practice of organization resources for private matters, theft ad silent damage. Job neglect is a form of negligent behavior. Job neglect is present also in the form of cyber loafing. Cyber loafing is defined as usage of internet by employees provided in organization for private purpose during working hours. There is research evidence about 30-40% usage of employee's working time for their personal interests(Lim, 2002; Verton, 2000).

There are research evidences about behavioral outcomes of neglect. However there is lacking of literature about antecedents of neglect such as perception about politics in organization and impact of leadership. There are different forms of negligent behavior. But whenever and in whatever form, its presence is a drain on performance and outcomes of employees. There are evidences about positive association between neglect and turnover intentions of employees. Current literature emphasizes to perform empirical research for better understanding of precursors of negligent behavior(Bu, McKeen, & Shen, 2011; Naus, Van Iterson, & Roe, 2007).

Organizational Politics and Neglect

There is change of attitudes among employees with the presence of organizational politics. This change in attitude leads to more negative responses of employees in future. Organizational behavioral theory says that job attitudes ultimately results in actual behavior of employees. Hirschman theory concluded with exit and neglect being destructive reaction to organizational politics. These reactions are substantially different from constructive responses, voice and loyalty. Whenever employees perceive politics in organization, they decide to leave it both physically and psychologically. Employees are found mentally elsewhere rather than in workplace. There are strong evidences that support this idea (Bozeman et al., 2001; Cropanzano et al., 1997; Hirschman, 1970).

Hirschman's framework has elaborated neglect as one of destructive behavior. Neglect is an alternative available with employees to utilize when they perceive organizational politics. Neglect presents scenario when employees decides to stay in organization but exhibit discontent by sterile actions. Negligent behavior constitutes putting less effort in work, no creativity besides capability and negligence in spending of organizational assets. Neglect has concealed image and potential to damage organization in long term so it is considered negative and passive response. When an employee has no other alternatives then he/she may remain with the organization with carelessness towards his/her job assignments. Psychological withdrawal of employees constitutes continuous fantasizing and discussion with colleagues about non-work related subjects like internal politics. Negligent behaviors may damage organization not because of malicious intentions but reckless behavior curtailing from low commitment or attachment to organization. Thus, organizational politics drives negligent behavior which will ultimately initiate lessening

in job satisfaction and commitment level among employees(Adams et al., 2002; Ferris et al., 2002; O'connor & Morrison, 2001; Valle & Perrewe, 2000; Vigoda-Gadot & Kapun, 2005)..

When an employee makes use of politics for his/her interest violating rules and regulations of organization, its effects on colleagues are inevitable. Employees, who understand themselves damaged by such tactics, react in several ways. one way is to stay in organization but to respond with negligent behavior. Therefore, it is hypothesized that perception of organizational politics will positively influence work outcomes i.e. negligent behavior.

H1: *There is significant positive impact of perception of organizational politics over negligent behavior.*

Organizational Politics, Transformational Leadership and Neglect

According to several theories such as the leader-member exchange theory, the expectation theory and the social-exchange theory leaders are responsible for creation of working environment which is fair and fulfills requirements and expectations of both employees and organization. Organization should develop a strategy to build balanced relationship between employee and leader in order to build perception of fair treatment. Fair treatment may reduce level of organizational politics and positively affect work outcomes (Graen, 1976; PeterBlau, 1964; Vroom Victor, 1964; Wang, Law, Hackett, Wang, & Chen, 2005).

There are research evidences about impact of Leader's behavior over the attitude/behavior of employees. Leadership style has a strong relationship with organizational citizenship behavior of employees. Transformational leadership has strong positive association with performance level of employees. Transformational leaders present themselves as role model by performing practically. Transformational leaders not only support and educate their workers but also inspire them to accomplish their task with full zeal and spirit. Presence of transformational leadership has shown employees putting effort beyond their job requirement out of personal motivation. This characteristic is connected to the leader-member exchange theory (Geyery & Steyrer, 1998; Lowe, Kroeck, & Sivasubramaniam, 1996; MacKenzie, Podsakoff, & Rich, 2001; Pillai, Schriesheim, & Williams, 1999).

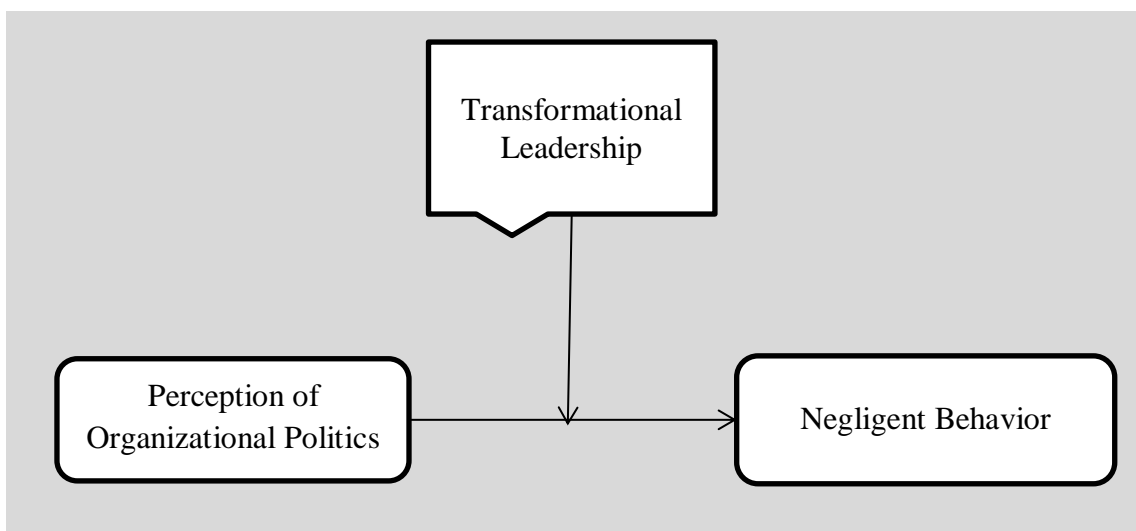
Extent literature review concludes that transformational leadership reduces perception of organizational politics among workers. So, transformational leadership will create a better image about requirement of jobs among workers. Thus, employees will show a more positive stance in their workplace. Extant literature review exhibit strong relationship between organizational politics and different facets of organizational performance. Strong perception of organizational politics is related to negative attitudes towards organization and negative behavior of employees. Therefore, it is hypothesized that transformational leadership moderates the association of perception of organizational politics and negligent behaviors(Ferris et al., 1989; Kacmar & Ferris, 1991; MacKenzie et al., 2001; O'connor & Morrison, 2001; Pillai et al., 1999; Poon, 2003; Vigoda-Gadot & Vigoda, 2003; Vigoda, 2000; Witt et al., 2002).

2H1: Transformational Leadership moderates the association of perception of organizational politics and negligent behavior

Gap Analysis

Extensive literature review shows that there lacking of robust evidence about perception of organizational politics and negligent behavior of employees. No extant literature is available about leadership where it can be found out moderating and/or mediating relationship of perception of organizational politics and negligent behavior. This study explicates association between perception of organizational politics, neglect and transformational leadership as moderator.

Theoretical Framework



Research Questions

1. Whether perception of organizational politics results in negligent behavior or not?
2. Does transformational leadership play moderating role to diminish this relationship?

Hypothesis Development

H1a: *There is significant positive impact of perception of organizational politics over negligent behavior.*

H1b: *Transformational Leadership moderates the association of perception of organizational politics and negligent behavior.*

Research Methodology

Research Design

Regression analysis will be used to check impact of perception of organizational politics on negligent behavior. Moderation technique of Andrew Hayes will be employed to analyze moderating role of transformational leadership.

Instrument Development

Questionnaires employed in this study are already published international journals. Definitions of all variables along with references have been provided in this study. A pilot test was run over the data of 30 respondents to check reliability factor of measurement scales on the basis of Chronbach Alpha. Final questionnaire was sent to 150 response dent after initial modifications. Google Doc was employed to create an online link for purpose of data collection.

Perception of Organizational Politics

Perception of organizational politics has been measured employing 6-items scale proposed by Kacmar and Carlson (1997). Chronbach Alpha value of perception of organizational politics is 0.888.

Negligent Behavior

Negligent behavior was measured using 07-items scale proposed byRusbult, Farrell, Rogers, and Mainous (1988). Chronbach Alpha value of negligent behavior is 0.941.

Transformational Leadership

Transformational leadership was measured by employing 09-items scale proposed by Alban-Metcalf and Alimo-Metcalf (2000). Chronbach Alpha value of transformational leadership is 0.862.

Population Sample

Population in this study consists of employees working in banking sector of Pakistan. An online survey link created on Google DOC was used to collect viewpoints of employees.

Sampling Technique

Convenient sampling technique was employed to collect data from employees of banks. Questionnaire was built on the basis of perception of organizational politics, negligent behavior and transformational leadership. Employees of MCB Bank Ltd working in metropolitan cities, Islamabad and Rawalpindi were accessed for data collection through structured questionnaire. Contact was made with two hundred employees of bank. Response rate in this study is 85%.

Data Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.476 ^a	0.227	0.186	7.38140
a. Predictors: (Constant), Organizational Politics				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	303.736	1	303.736	5.575	.029 ^b
	Residual	1035.217	19	54.485		
	Total	1338.952	20			
a. Dependent Variable: Negligent Behavior						
b. Predictors: (Constant), Organizational Politics						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.246	5.617		0.934	0.362
	Organizational Politics	0.637	0.270	0.476	2.361	0.029
a. Dependent Variable: Negligent Behavior						

From above tables, it is clear that $R\text{ Square} = 0.227$, $\beta = 0.637$ and $p\text{ - value} = 0.029 < 0.05$. Hence organizational politics enhances negligent behavior of employees in banking sector. Therefore, H1a is accepted.

Moderation technique of Andrew Hayes has been employed to check moderating role of transformational leadership. Results of data analysis is shown below,

Outcome: NB

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6812	.4641	42.2096	4.9072	3.0000	17.0000	.0123

Model

	coeff	se	t	p	LLCI	ULCI
Constant	46.0581	16.3460	2.8177	.0119	11.5682	80.5480
TL	-1.4037	.5430	-2.5852	.0193	-2.5494	-.2580
OP	-1.6682	.8836	-1.8880	.0462	-3.5325	.1961
int_1	.0777	.0285	2.7305	.0142	.0177	.1377

Interactions:

int_1 OP X TL

R-square increase due to interaction(s):

	R2-chng	F	df1	df2	p
int_1	.2350	7.4557	1.0000	17.0000	.0142

Conditional effect of X on Y at values of the moderator(s):

TL	Effect	se	t	p	LLCI	ULCI
24.4325	.2303	.2881	.7994	.1351	-.3776	.8381
30.9048	.7332	.2453	2.9895	.0082	.2157	1.2507
37.3770	1.2361	.3243	3.8118	.0014	.5519	1.9204

From above table, it is clear that values turn positive when transformational leadership occurs. It is also evident that $R\ square = 0.4641$, $\beta = 0.7771$ and $p\ value = 0.142 < 0.05$. with increasing level of transformational leadership, its moderating role becomes more strong and significant. Thus, H1b is accepted.

Discussions

Social exchange theory has been used as central guide. Findings of this study are in line with established research on perceived organizational politics as workplace stressor. It is concluded that organizational politics causes significant increase in negligent behavior of employees. It has been also established that transformational leadership is a source to weaken their association. This present study recommends organizational politics as important variable from the functioning perspective of organization. Working environment where politics is low, leads to highest level of positive behavior and lowest negligent behavior. Working conditions where politics is high, results in highest negligent behaviors among employees. Basically, political actors play their roles by creating hurdles in implementations of fair procedures. This may ultimately lead to frustration and dissatisfaction among employees. Employees reciprocate their perception about organizational politics in the face of negligent behavior.

Organizational politics is considered as self-serving behavior. Employees make use of politics to attain self-interest, advantages and benefits at the cost of others, work unit and organization. There are research evidences about negative relationship between organizational politics and job satisfaction however a positive association ship has been observed between organizational politics and workplace friendship. Whenever employees have political skills and know tactics to handle with workplace politics, they enjoy their job and tend to be more satisfied. it is recommended that employees should learn to handle strategically general politics in their organizations to increase their satisfaction level and avoid incidence of conflict and stress.

Conclusions and Limitations

The present findings suggest that perceived organizational politics are important variables for understanding organizational functioning. Consistent with a host of earlier studies, we found that perceived politics was correlated with a variety of work behaviors i.e negligent behaviors. Our findings are similar to previous research. Extent research clarifies how treatment of supervisors has impact over counterproductive behaviors of employees. When employees feel they are not being treated with care, dignity, and

respect, they are likely to be involved in deviant behavior. Whenever employees perceive organizational politics affecting them personally or their self-interest, they react negatively. It is also important to investigate whether employees behave negatively when they perceive injustice towards others or not. Greenberg (1997)

Transformational leadership may develop working environment based on justice and equity where level of organizational politics is reduced, and thus there is rise in performance of employees. Under umbrella of transformational leadership, motivation and commitment level of employees is increased.

There are many limitations in this study. First, data has been collected on the basis of employee's perception about their managers; there is possibility of wrong perception. Data should be collected through multiple sources to avoid this limitation. Generalization of results is not possible until research is conducted in additional settings.

Practical Implications

It is very important for higher management to realize that some political activities may be essential for functioning of units and their political activities may have surprising impact over employees. Management makes use of idiosyncratic deals in order to increase motivation level and reducing turnover of employees. If employees perceive these activities as political then it may have negative impact over their behaviors. Thus, it is very crucial for higher management to trade off the cost and benefits of indulging in a behavior.

Employees always respond negatively whenever politics is perceived in working environment. Managers should always consider social context while attempting to understand, evaluate and analyze motivation and behavior of workers. Management can reduce perception of organizational politics and deficit in motivation of employees by providing clear feedback regarding whatever behavior is expected by organization or by reducing incentives for employees who involve in political activities. Under extreme scenarios, where political actors have salient and destructive deeds, are not ready to leave these activities, management should adopt strategy of firing and removal from organization.

It is not realistic solution to ask managers to monitor and reduce their own political activities and fire employees who are involved in political activities. It is recommended that human resource department make use of a competency model based on goals to discouraging political activities and politics-free working environment.

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