Organisation Politics And Its Impact On The Individual Behaviour At Work Place

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ABSTRACT

Organizational politics, characterized by informal, unofficial dynamics influencing decision-making, power distribution, and resource allocation, significantly impacts individual behavior in the workplace. This study explores the relationship between organizational politics and individual behavior, focusing on how various factors such as personal traits, organizational culture, and managerial attributes shape workplace dynamics. Specifically, it examines the role of learning, experience, and individual attributes in mitigating the negative effects of organizational politics. A survey of 320 managers from government, private, and non-government organizations in India was conducted using a questionnaire addressing key attributes such as preparedness to overcome organizational politics, creativity, positive approach, and a sense of humor. The analysis, using the chi-square test, revealed that organizational politics directly influences individual behavior, with certain managerial attributes helping to create a more politics-free environment. The findings suggest that positive managerial attributes, including a proactive approach to overcoming politics, creativity, and compassion, are vital for improving individual behavior and enhancing organizational success. The study concludes with recommendations for organizations to foster a positive work environment through leadership development and the promotion of ethical behavior to reduce the adverse impacts of organizational politics.

Keywords: Organizational Politics, Individual Behavior, politics-free environment, success

INTRODUCTION

Organizational politics refers to the informal, unofficial, and sometimes hidden dynamics that influence decision-making, power distribution, and resource allocation within an organization. An organization is a structured group of people, systems, and processes working together to achieve common goals and objectives. In general there are three types of organisations which we usually find and take into consideration while stating the behaviour of an individual i.e. business organisation, government organisation and non profit organisation. In non-profit organisation NGOs are mainly concerned. Politics refers to the activities, actions, and policies related to governing a country, state, or organization. It involves the exercise of power, authority, and influence to achieve desired goals and objectives. Politics are basically divided into National politics, International politics, local politics and organisation politics. Here we are taking organisation politics in which politics under the company or institutional level is considered for the study. Individual behaviour refers to the actions, attitudes, and responses of a single person within a social context. There are different types of individual behaviour that we find i.e. Cognitive Behaviour (thoughts and decision-making), Affective Behaviour (emotions and feelings), Conative Behaviour (motivation and actions) and Social Behaviour (interactions with others).

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There are different factors which influence the individual behaviour in the workplace these factors are summarized into seven factors as follows:

1. Personal Factors: It includes
➢   Personality traits
➢   Attitudes and values
➢   Motivation and goals
➢   Emotional intelligence
➢   Self-esteem and confidence
➢   Learning style and ability
➢   Age and experience

2. **Organizational Factors:** It includes
➢   Company culture and climate
➢   Leadership style and management
➢   Communication channels and networks
➢   Organizational structure and design
➢   Policies and procedures
➢   Reward and recognition systems
➢   Work environment and physical conditions

3. **Social Factors:** It includes
➢   Colleagues and team dynamics
➢   Supervisors and mentors
➢   Client and customer interactions
➢   Social norms and expectations
➢   Diversity and inclusion
➢   Conflict and conflict resolution
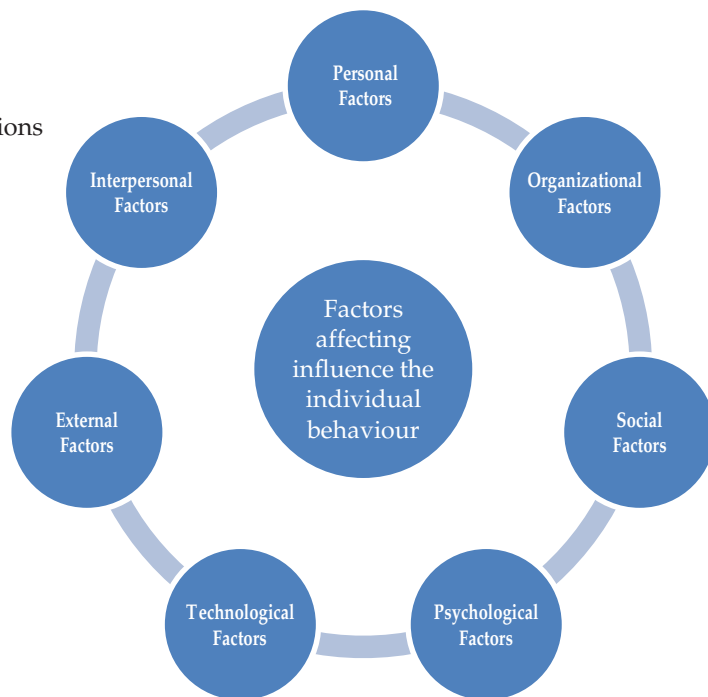➢   Feedback and performance evaluations

Figure 1: Factors affecting individual behaviour

4. **Psychological Factors:** It includes
➢ Stress and well-being
➢ Job satisfaction and engagement
➢ Burnout and exhaustion
➢ Cognitive biases and heuristics
➢ Emotional regulation and control
➢ Learning and development opportunities
➢ Work-life balance

5. **Technological Factors:** It includes
➢ Automation and AI
➢ Communication tools and software
➢ Data analytics and performance tracking
➢ Virtual teams and remote work
➢ Cyber-security and data protection
➢ Digital literacy and skills
➢ Technological change and innovation

6. **External Factors:** It includes
➢ Economic conditions and market trends
➢ Government regulations and policies
➢ Industry standards and best practices
➢ Social media and public image
➢ Globalization and cultural diversity
➢ Environmental concerns and sustainability
➢ Demographic changes and workforce diversity

7. **Interpersonal Factors:** It includes
➢ Interpersonal conflict
➢ Team cohesion and collaboration
➢ Manager-employee relationships
➢ Peer relationships and social support
➢ Customer relationships and service
➢ Communication style and effectiveness
➢ Feedback and constructive criticism

Importance of understanding individual behaviour at workplace:
1. **Improved Communication**: Understanding individual behaviour helps in effective communication, reducing misunderstandings and conflicts.
2. **Enhanced Teamwork**: Recognizing individual differences foster collaboration, teamwork, and better working relationships.
3. **Increased Productivity**: Understanding individual motivations and needs boosts employee engagement, leading to higher productivity.
4. **Effective Leadership**: Knowledge of individual behaviour enables leaders to tailor their approach, motivating and guiding employees effectively.

5. **Conflict Resolution**: Understanding individual behaviour helps resolve conflicts efficiently, maintaining a positive work environment.

6. **Talent Management**: Recognizing individual strengths and weaknesses informs hiring, training, and development decisions.

7. **Employee Satisfaction**: Understanding individual needs and preferences enhances job satisfaction, reducing turnover.

8. **Diversity and Inclusion**: Embracing individual differences promotes inclusivity, fostering a culture of respect.

9. **Performance Management**: Understanding individual behaviour informs performance evaluations, improving feedback and goal-setting.

10. **Organizational Culture**: Individual behaviour shapes organizational culture; understanding it helps create a positive, productive work environment.

Material and Methods

The present work is an analytical research based on the primary data. A survey is conducted using questionnaire containing 09 questions related to the study. The questionnaire is designed having six attributes selected for the study. These attributes are Preparedness to overcome organisational politics, Positive approach, Creativity in work, Cultivate Sense of belonging, Compassionate and sense of humour.

The sample unit consists of 320 managers who are working in the top positions in government, private and Non Government Organisations. The parameter of selection of managers is convenient sampling technique. The criteria of selected managers as respondents are having work experience of more than ten years in the same organisation. The tool applied for analysis is chi square test. Chi square test is a non parametric test. Its holds an important place as this statistical tool is applicable for qualitative data and discrete series. Here we test the relationship or independence of the proportions

$$\chi^2 = \sum \frac{(fo - fe)^2}{fe}$$

Where f_e = expected frequency
F_o = observed frequency

Hypothesis

For the study three hypotheses was framed

Hypothesis 1

HO:- Organisational politics has a direct impact on the individual behaviour at workplace

H1 :- Organisational politics does not has any direct impact on the individual behaviour at workplace

Hypothesis 2

HO:- Learning and experience attributes helps managers in positive manners to overcome organisational politics.

H1 :- Learning and experience attributes does not helps managers in positive manners to overcome organisational politics.

Hypothesis 3

HO:- Attributes of managers helps workplace to be politics free.

H1 :- Attributes of managers does not helps workplace to be politics free

Area of the study

The area of the study is limited to the boundary of India.

Discussion

Table 1

	Yes	**No**
Male (189)	112	77
Female (131)	92	21

V= (c-1) (r-1) = (2-1) (2-1) = 1

The value of χ^2 at 5 % level of significance for 5 degree of freedom is 3.84. The calculated value of χ^2 which is 2.719 is less than the tabular value. Hence Ho is accepted. This concludes Organisational politics has a direct impact on the individual behaviour at workplace.

Table 2

	Preparedness to overcome organisational politics	**Positive Approach**	**Creativity In work**	**Cultivate Sense of Belonging**	**Compassionate**	**Sense of Humour**
Male (189)	56	25	11	35	40	22
Female (131)	48	20	18	21	09	15

V= (c-1) (r-1) = (6-1) (2-1) = 5

The value of χ^2 at 5 % level of significance for 5 degree of freedom is 11.07. The calculated value of χ^2 which is 3.19 is less than the tabular value. Hence Ho is accepted. This concludes that learning and experience attributes helps managers in positive manners to overcome organisational politics.

Table 3

	Preparedness to overcome organisational politics	**Positive Approach**	**Creativity In Teaching**	**Cultivate A Sense of Belonging**	**Compassionate**	**Sense of Humour**
Yes	89	69	12	14	38	40
No	12	8	18	10	7	3

V= (c-1) (r-1) = (6-1) (2-1) = 5

The value of χ^2 at 5 % level of significance for 5 degree of freedom is 11.07. The calculated value of χ^2 which is 7.16 is less than the tabular value. Hence Ho is accepted. This concludes that attributes of managers helps workplace to politics free.

Conclusion

Analysis has showed that Organisational politics has a direct impact on the individual behaviour at workplace. It has also concluded that managerial attributes of learning and experience had helped the managers to overcome organisational politics. These learning and experience attributes help managers in a positive manner to develop their behaviour in a positive manner. Thus proving that all the six attributes taken for the study are very vital for managers of any organisation to be successful in their respective area.

Suggestions

Organisational politics plays a crucial role in any organisation. Some organisations accepts some do not. We can summarise that organisational politics can be good or bad depending upon its impact on the organisational growth. Organisation is composed of individuals coming from different social, culture and economical backgrounds. Politics evolves automatics or in simple words its pop-up on its own. People with strong values, attitude and ethics does not harm others at workplace while vice versa is seen in various organisations. Even the head of institutions/organisations are no exceptions and comes under the influence and sometimes part of organisational politics. Working culture must be work oriented and workers friendly. To overcome organisational politics following suggestions were made on the basis of analysis.

1. All managers must work on their working environment to have a positive behaviour.

2. Individual behaviour of managers is very important in his personal and professional growth and development.

3. Attribute like preparedness to overcome organisational politics, creativity in work and sense of humour was vital elements in the development of manager's behaviour.

4. Positive approach towards situation makes managers more effective and the managers who have positive approach at their work are highly recognised by their organisations.

5. A manager must upgrade himself according to changes in work system, technology and innovation. This will make them more adaptable towards society.

6. Managers must work sincerely picking all the responsibilities and accountabilities and try to not indulge in bad politics. They should work respecting the behaviour of other people in organisation keeping their ethical and moral values.

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