Impact of Organizational Politics on Employees’ Job Satisfaction in the Health Sector of Lahore Pakistan

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Abstract
Research conducted to identify the effect of organizational politics on employees’ job satisfaction in the health sector of Lahore Pakistan. Research determined the relation, association and impact of organizational politics and its dimensions on employees’ job satisfaction. Total sample size of research is 250 employees from health sector. SPSS version 19 used to analyze the data. Research applied Pearson correlation, regression analysis, t-test and one way ANOVA to examine the hypotheses. Research examined that the GPB i.e. behavior of employees acting in a self serving way to attain valued outcomes is no concerned with the job satisfaction level of the employees in the health sector. Research also determined that the GAGA i.e. silent actions of the employees to attain the personal benefits are negatively related to the job satisfaction level of the employees in the health sector. Research also examined that the PPP i.e. political actions of the organization on the basis of their policies are negatively related to the job satisfaction level of the employees in the health sector. Research concluded that the perception of organizational politics is negatively connected to the job satisfaction level of the employees in the health sector. The higher perception of organizational politics leads to decrease the level of employees’ job satisfaction and lower perception of organizational politics leads to increase the level of employees’ job satisfaction.

Keywords: Politics, Organizational politics, GPB, GAGA, PPP, Job Satisfaction

1. Introduction
Organizational politics described as an activity that permits people in organization to accomplish goals without going through proper channels. Whether political activities assist or harm the organization depends on whether the goals of individuals are consistent with the goals of organization. There has no doubt that political beliefs are an ordinary observable fact in every organization. Organizational politics represented devious behavior of employees towards their work environment only for their self interests. These self interests may be at the cost of other employees or may be organizational goals as well.

Job satisfaction is the feelings of employees towards their job. Level of satisfaction that employees attain from different roles they play in an organization. It’s simply the perception
of employees that how well the job provides those things that are important for them like benefits, promotional opportunities, supervision, coworkers, working condition and the work itself.

The research conducted to identify the effect of organizational politics on employment satisfaction of human resource in the health sector of Lahore Pakistan. Research has noticed that the views of organizational politics are not the organizational politics itself.

2. Literature Review

This section includes the brief impression of previous researchers studies related to political opinions, views and observation in the organization, work satisfaction of the employees and their associations.

Perception can be described as a process through which individuals manage and understand their sensory impressions in order to give meanings to their environment (Robbins, 2008). Individuals behave on the basis of their perceptions about reality. Researchers have revealed that the politics perceived in the establishment have a pessimistic impact on a variety of outcomes related to the establishment. It’s also contained the employment satisfaction in the organization (Ferris & Kacmar, 1992; Valle & Perrewe, 2000). According to the Harris (2004) perception of politics have negative impact on an individual’s job satisfaction.

According to Dubrin, (2001) organizational politics considered as an unofficial advancement for attaining power. Similarly it could be explained by achieving power through various ways except merit or fortune. It could be described that politics are used mainly to achieve power, either by hook or by crook. These all have done for personal benefits for example for getting promotion, obtaining huge funds or other resources, or getting hankering projects.

There is a concept of the sensitivity of institutional politics. It’s as an admirable gauge of political affairs (Perception of Organizational Politics Scale - POPS) (Ferris et al., 1989). Ferris and Kacmar (1991) established 31 items scale consisting of 3 dimensions. These three dimensions included organizational politics and practices, coworker and clique behavior and supervisor behaviors. Later on they developed 40 items scale. It consisted of 5 dimensions. These five dimensions included coworker, pay and promotion, go along to get ahead, general political behavior and self serving behavior. At last they finalized their work on 12 items scale to measure POP. It is based upon three dimensions. First is the general political behavior (GPB). Second known as go along to get ahead (GAGA). Third are the pay and promotion policies (PPP). This scale of 12 items to measure POP is revised by Kacmar and Carlson (1997). Later than the revision of scale it is converted into 15 items scale but it represented the same three dimensions. Many studies used this scale (e.g., Hochwarter et al., 2000; Vigoda 2000).

Kacmar and Andrews (2001) explained two different scenarios that consider high level of politics. For attaining personal benefits individual avoid the authority chain, use short cuts and going through informal channels. Sometimes silent political activities occur in organization for getting desired outcomes. These activities considered more dangerous than active political activities. It included only individual personal benefits at the cost of organizations objectives or other individuals.

Job satisfaction is generally considered as employees’ attitudes towards the job situation. According to Spector (1997) job satisfaction is the level of individual likeness of the job. Some employees considered that job is the essential part of their lives; they enjoy their work while others do their jobs because they have to. The most important aspects are related to operational conditions and the nature of work. Low job independence, low job security, low
income and lack of hope for promotion negatively affect job satisfaction (Guest, 2004 and Silla et al., 2005).

According to Wanous & Lawler (1972) there is no universal best way to measure job satisfaction. For determining work pleasure questionnaires are easily distributed. It also has amplified possibility of privacy and need fewer capital and time (Pedhazur & Schmelkin, 1991). Mostly survey mechanisms found in the journalism. It included the job satisfaction survey (JSS), the job descriptive index (JDI) and the Minnesota satisfaction questionnaire (MSQ). Paul E. Spector developed job satisfaction survey (JSS) to evaluate employees’ behavior, attitudes related to the job. JSS is based on 36 items. JSS covered nine factors of work contentment. Smith, Kendall and Hulin’s explained job descriptive index (JDI) in 1969. JDI is a 90 item scale that measure employee satisfaction. JDI covers five factors of job satisfaction like current job, current salary, chance for promotion, management and coworkers. MSQ built in 1967 by Weiss, Dawis, England & Lofquist, extensively used instrument to evaluate job satisfaction. Initial versions 1977 and 1967 of MSQ were too lengthy, consists of 100 items. Latest 20 items short form extensively designed that widely used in various researches. MSQ is based on the likert scale.

Vigoda (2000) explained organizational political principles had a pessimistic association with work feelings of employment fulfillment and managerial loyalty. Mowday, Steers and Porter (1979) described organizational politics is the primary variable in establishing job attitudes. It consists of participation in and recognition with the association and it is appreciably influenced by work satisfaction and on the whole environment.

K.A.M.S Kodisinghe (2010) explained the influence of supposed organizational political affairs on work pleasure of workers. The study used the sample size of 300 employees. Research examined the data by using regression analysis and correlation analysis. Hypothesis of the research tested in it. In this study, it is concluded that there is an inverse relationship between them.

Some researchers have pointed towards that political affairs had little influence on work pleasure, nonattendance, and employees’ job nervousness showing considerable control over their work atmosphere (Ferris et al., 1996; Witt, Andrews, & Kacmar, 2000). Hypothesis related to the organizational politics and job satisfaction tested by Valle and Witt (2001). It explained that sensitivity of managerial political affairs are directly associated with job dissatisfaction who believe low degree intensity of cooperation significance than who consider high degree of cooperation significance. This research applied regression analyses on data from 355 permanent human resources of a client service association in the eastern United States.

3. Research Variables

Research conducted on the basis of organizational politics and job satisfaction. Research determined the impact of organizational politics on employees’ job satisfaction. Research also examined the relationship between the three dimensions of organizational politics and job satisfaction.

3.1 Organizational Politics

Organizational politics explains self serving, devious and manipulative behavior of employees towards their work environment only for their self interests. These self interests might be at the cost of other employees or may be organizational goals as well. Ferris and Kacmar (1992) described that perception of politics is an employees’ observation about others self interested activities. Self interested activities may be included the selective
manipulation and management of organizational policies. Kacmar and Carlson (1997) explained that 15 items scale based upon the three dimensions. The dimensions of perception of politics are explained in detail.

3.1.1 General Political Behavior

This dimension consists of the behavior of the employees acting politically. It explained employees’ self serving way to attain valued outcomes. These political activities specifically grow under the few situations.

a. Non-availability of rules

It described when there is no guidance in form of rules and regulations provided to the employees by the organization, they develop their own. Employees develop such policies that provide their own self benefits (Kacmar & Carlson, 1997). In other words, policies only provide benefits to the policy makers.

b. Decision making under uncertainty

It depicted political influence (Drory & Romm, 1990). When decision is based upon incomplete or vague information and decision maker has to exercise his own analysis and interpretation of the existing data. Vague or incomplete information can be interpreted in different ways resulting in decisions which are not effective, that decisions said to be political.

c. Scarcity of valued resources

It means employees in organization do hard work for valuable resources. These employees involve in clashes and implement different influence strategy to get profits and achieve their objectives in a variety of ways (Molm, 1997). The desirability and immediate benefit of the resource will direct to the decision to take part in political activities (Drory & Romm, 1990).

3.1.2 Go Along to Get Ahead

This dimension explained the silent actions of the employees. It explained that employees to attain personal behavior through their silent actions. Let see some employees may not like to penetrate in any quarrel with the active employees of organizational politics and just want to fulfill their self interest. These employees accomplished their desires by remaining silent and through passive actions which itself is a type of political activities. It’s a reasonable and profitable approach for getting self benefits when working in a political atmosphere.

3.1.3 Pay and Promotion Policies

This dimension explained that organization acts politically on the basis of their policies. As the performance evaluation is based upon the pay and promotion policies in organizations. But it has been examined that performance evaluation and promotion structure commonly are quite political in nature. Ferris and King (1991) explained that administrator inclined to provide higher performance rating to those workers who do favors, propose additional assist and show a curiosity in the private life of the boss. When ingratiating activities are rewarded, they are expected to be used again (Kacmar & Carlson, 1997).

3.2 Job Satisfaction

Job satisfaction explained the emotions of the employees towards their work. Employees perform different activities in the organizations that is determined their level of satisfaction. Job satisfaction means delightful or optimistic sentiment because of evaluation of employees’ job or job familiarity. It’s simply the opinion of employees that how well the employment
provides those stuff that are essential for them like benefits, promotional opportunities, supervision, coworkers, working condition and the work itself. Paul E. Spector (1997) developed job satisfaction survey (JSS). JSS based on 36 items. JSS assist to evaluate employees’ behavior, attitudes related to the job. Each dimension is having four items. JSS consisted of nine dimensions of job satisfaction.

3.2.1 Pay – The dimension of pay and remuneration consists of the pay according to the qualification and pay comparison with other organizations.

3.2.2 Promotion – The dimension of promotion consists of chances for promotion and opportunities of advancement.

3.2.3 Supervision – The dimension of supervision means immediate supervisor. It includes the employee centered and competency of supervision.

3.2.4 Benefits – It covers both monetary and nonmonetary fringe benefits. It includes benefit comparison with other organization.

3.2.5 Contingent rewards – The dimension of contingent rewards includes admiration, gratitude and recompense for good work.

3.2.6 Operating procedures – It includes the operating policies and measures to balance the workload.

3.2.7 Coworkers – The dimension of coworkers explains the employee relation you work with. Their supportive behavior, attitudes.

3.2.8 Nature of work – It means the job tasks. It includes the challenging work or routine work and sense of pride.

3.2.9 Communication – It explains the communication between the team members or between the employees within the organization.

4. Research Methodology

This section identified the methodological strategy. Data collection tools selected to analyze the relationships between variables. Research targeted the 250 employees from health sector to identify the impact of organizational politics and job satisfaction.

The exploratory and descriptive research conducted. Research conducted at one point in time i.e. cross sectional study. Questionnaire used for collecting the data. To measure the organizational politics, 15-items version of the POP scale (POPS) includes three dimensions: general political behavior (GPB) had two items, going along to get ahead (GAGA) had seven items and pay and promotion policies (PPP) had six items (Kacmar and Carlson, 1997). Job Satisfaction Survey (JSS) is used for measuring the job satisfaction. JSS consists of 36-items questionnaire. JSS was developed by Paul E. Spector (1997) to evaluate worker performance about the work and features of work pleasure. JSS extensively used instrument to evaluate job satisfaction.

Regression and correlation analysis used in it to identify the connection between the organizational politics and its magnitude with work happiness. Descriptive statistics used to test and analyze the data collected from the respondents. Responses analyzed through the SPSS (Statistical Package for Social Sciences) version 19. Independent t-test and one way ANOVA used for analyzing the association of demographic characteristics with job satisfaction.
5. Results

There are the following research results. To test the hypothesis and to identify the association between variables correlation analysis and linear regression analysis is implemented.

5.1 General Political Behavior and Job Satisfaction

General political behavior considered the individual behavior to attain valued outcomes. Individual behavior examined under non availability of rules, decision making under uncertainty and scarcity of valued outcomes. Research conducted to examine the relation between general political behavior and employees’ job satisfaction.

H₀: Null Hypothesis: There is no association between general political behavior and job satisfaction in the human resources of health sector.

H₁: Alternative Hypothesis: There is an association between general political behavior and job satisfaction in the human resources of health sector.

Table-1 shows the Pearson correlation matrix between the general political behavior and job satisfaction. It’s an insignificant relationship as the value of significance (2-tailed) 0.072 is exceeding the value of 0.05. There is a negative correlation between the general political behavior and job satisfaction. Higher the general political behavior, lower the level of job satisfaction or lower the general political behavior, higher the level of job satisfaction. The value of correlation -0.114 is less than the value of 0.3. It’s the weak relationship between general political behavior and job satisfaction. There is an insignificant negative relationship between general political behavior and the job satisfaction. As a result H₀ accepted. It described that there is no relationship between general political behavior and the job satisfaction in the employees of health sector. It is concluded that the behavior of employees acting in a self serving way to attain valued outcomes has no concern with the job satisfaction level of the employees in the health sector.

- Result

Fail to reject H₀:

“There is no association between general political behavior and job satisfaction in the human resources of health sector.”

5.2 Go Along to Get Ahead and Job Satisfaction

Go along to get ahead considered the silent actions to attain personal benefits. Research conducted to examine the relation between go along to get ahead and employees’ job satisfaction.

H₀: Null Hypothesis: There is no relationship between go along to get ahead and job satisfaction in the employees of health sector.

H₂: Alternative Hypothesis: There is a relationship between go along to get ahead and job satisfaction in the employees of health sector.

Research described the correlation between go along to get ahead and the job satisfaction. There is a significant relationship at the 0.01 level (2-tailed). There is a negative correlation between the go along to get ahead and job satisfaction. The value of correlation -0.317 is just above than 0.3 but less than 0.7 that shows a correlation of medium strength that is neither weak nor strong. Table-2 represents that there exists a relationship (R=0.317) among go along to get ahead and job satisfaction. The value of R Square 0.101 means 10.1% of total variation in the job satisfaction i.e. dependent variable are because of go along to get ahead.
i.e. independent variable and remaining are because of other factors which are included in the error term. Table-3 represented the coefficients of the linear regression. It is represented a negative coefficient Beta that is equal to the value of -0.189. Since Beta carried negative charge it means relationship between go along to get ahead and job satisfaction is negative. B = -0.189 means if the level of go along to get ahead goes up by 1 unit, the degree of job satisfaction (dependent variable) will go down by 0.189 units.

\[ \text{Job Satisfaction} = 3.666 - 0.189 \text{ (Go along to get ahead)} \]

The constant value of 3.666 means job satisfaction (dependent variable) will attain a value of 3.666 in the absence of go along to get ahead. Given the significant support from the above statistical tests, it is concluded that the H₀ rejected. It is said to be that the silent actions of the employees to attain the personal benefits is negatively related to the job satisfaction level of the employees in the health sector. Research explained higher the silent actions to serve personal benefits lower the level of job satisfaction. Higher the level of go along to get ahead in employees of health sector, the lower their level of job satisfaction.

- **Result**

**H₀ rejected:**

“There is a relationship between go along to get ahead and job satisfaction in the employees of health sector.”

### 5.3 Pay and Promotion Policies and Job Satisfaction

Pay and promotion policies considered organization that act politically on the basis of their policies. Research conducted to examine the relation between pay and promotion policies and employees’ job satisfaction.

**H₀:** Null Hypothesis: There is no relationship between pay and promotion policies and job satisfaction in the employees of health sector.

**H₃:** Alternative Hypothesis: There is a relationship between pay and promotion policies and job satisfaction in the employees of health sector.

Research described the correlation between the pay and promotion policies and the job satisfaction. There is a significant relationship at the 0.01 level (2-tailed). There is a negative correlation between the pay and promotion policies and job satisfaction. The value of correlation -0.261 is less than 0.3 that shows a weak correlation but it is significant relationship. Table-4 explained that there exists a relationship (R=0.261) among pay and promotion policies and job satisfaction. The value of R Square 0.068 means 6.8% of total variation in the job satisfaction i.e. dependent variable are because of pay and promotion policies i.e. independent variable and remaining are because of other factors which are included in the error term. Table-5 represented the coefficient of the linear regression. It is represented a negative coefficient Beta that is equal to the value of -0.153. Since Beta carried negative charge research explained relation between pay and promotion policies and job satisfaction is negative. B=-0.153 means if the level of pay and promotion policies goes up by 1 unit, the degree of job satisfaction (dependent variable) will go down by 0.153 units.

\[ \text{Job Satisfaction} = 3.535 - 0.153 \text{ (Pay and promotion policies)} \]

The constant value of 3.535 means job satisfaction (dependent variable) will attain a value of 3.535 in the absence of pay and promotion policies. Given the significant support from the above statistical tests, it is concluded that the H₀ rejected. It is said to be that the political actions of the organization on the basis of their policies is negatively related to the job
satisfaction level of the employees in the health sector. Research explained higher the organization behaving politically through implementation and decision making lower the level of work satisfaction. Higher the level of pay and promotion policies in employees of health sector, the lower their level of job satisfaction.

- Result

\( H_0 \) rejected:

“There is a relationship between pay and promotion policies and job satisfaction in the employees of health sector.”

5.4 Perception of Organizational Politics and Job Satisfaction

It considered the perception of individuals about other’s self interested behavior like manipulation of organizational policies. Research conducted to examine the relation between POP and employees’ job satisfaction.

\( H_0 \): Null Hypothesis: There is no association among Perception of Organizational Politics and job satisfaction in the recruits of health sector.

\( H_A \): Alternative Hypothesis: There is an association among Perception of Organizational Politics and job satisfaction in the recruits of health sector.

Research explained the correlation between the perception of organizational politics and the work satisfaction. There is a significant relationship at the 0.01 level (2-tailed). There is a negative association among the perception of organizational politics and job satisfaction. The value of relationship -0.322 is just above than 0.3 but less than 0.7 that shows a correlation of medium strength that is neither weak nor strong. Table-6 explained that there exists an association (R=0.322) between perception of organizational politics and job satisfaction. The value of R Square 0.103 means 10.3% of total variation in the job satisfaction i.e. dependent variable are because of perception of organizational politics i.e. independent variable and remaining are because of other factors which are included in the error term. Table-7 represented the coefficient of the linear regression. It is represented a negative coefficient Beta that is equal to the value of -0.215. Since Beta carried negative charge it means relationship is negative. \( B = -0.215 \) means if the level of perception of organizational politics goes up by 1 unit, the degree of job satisfaction (dependent variable) will go down by 0.215 units.

\[
\text{Job Satisfaction} = 3.733 - 0.215 \times \text{Perception of organizational politics}
\]

The constant value of 3.733 means job satisfaction (dependent variable) will attain a value of 3.733 in the absence of perception of organizational politics. Given the significant support from the above statistical tests, it is concluded that the \( H_0 \) rejected. It is said to be that the perception of individuals about other’s self interested behavior like manipulation of organizational policies is pessimistically related to the work pleasure level of the people in the health sector. Higher the perception of organizational politics, lower the level of job satisfaction.

- Result

\( H_0 \) rejected:

“There is an association among Perception of Organizational Politics and job satisfaction in the recruits of health sector.”

5.5 Gender and Job Satisfaction

Research conducted to examine the relation between gender and employees’ job satisfaction.
H₀: Null Hypothesis: There is no association between gender and work satisfaction in the workers of health sector.
H₁: Alternative Hypothesis: There is an association between gender and work satisfaction in the workers of health sector.

Table-8 shows the level of significance between gender and job satisfaction based upon independent t-test. There is a 0.006 value of significance (2-tailed) among them. It’s a significant difference between them. It means H₀ rejected and the means are significantly different from each other. It represents that there is an impact of gender on job satisfaction.

- Result
H₀ rejected:

“There is an association between gender and work satisfaction in the workers of health sector.”

5.6 Age and Job Satisfaction

H₀: Null Hypothesis: There is no connection between age and work satisfaction in the recruits of health sector.
H₁: Alternative Hypothesis: There is a connection between age and work satisfaction in the recruits of health sector.

Table-9 shows the One Way ANOVA of age and job satisfaction. There is a 0.939 value of significance among them. The value of significance 0.939 is greater than the value of 0.05. It means research fails to reject H₀ and the means are not significantly different from each other. It represents there is no relation between age and job satisfaction.

- Result
Fail to reject H₀:

“There is no association between age and work satisfaction in the recruits of health sector.”

5.7 Income and Job Satisfaction

H₀: Null Hypothesis: There is no association between income and work satisfaction in the recruits of health sector.
H₁: Alternative Hypothesis: There is an association between income and work satisfaction in the recruits of health sector.

Table-10 shows the One Way ANOVA of income and job satisfaction. There is a 0.595 value of significance among them. The value of significance 0.595 is greater than the value of 0.05. It means research fails to reject H₀ and the means are not significantly different from each other. It represents there is no relation between income and job satisfaction.

- Result
Fail to reject H₀:

“There is no association between income and work satisfaction in the recruits of health sector.”

6. Key Findings

Research enlisted the key findings for an entire impression of the study.

- Research concluded there is no relationship between general political behavior and the job satisfaction in the employees of health sector.
7. Conclusion

The essential objective of the study is to determine the impact of organizational politics and its dimension on job satisfaction of the employees of health sector. The research has made a significance contribution in the existing body of information about the association between perception of organizational politics and employment satisfaction.

Research concluded the behavior of employees acting in a self serving way to attain valued outcomes is no concerned with the job satisfaction level of the employees in the health sector. The silent actions of the employees to attain the personal benefits are negatively related to the job satisfaction level of the employees in the health sector. Research also examined the political actions of the organization on the basis of their policies are negatively related to the job satisfaction level of the employees in the health sector. Research concluded the perception of individuals about other’s self interested behavior like handling of managerial policies is pessimistically connected to the work pleasure level of the employees in the health sector. The result of independent t-test represented that it is significantly observed that there is a relation between gender and job satisfaction. The results of one way ANOVA represented that the age and income have insignificant relation with job satisfactions.

8. Recommendations

Research recommends that the management of the organizations should channelize their human resource towards ensuring that politics in their organizations do not become destructive. Organizations experts like organizational psychologists should be involved to recognize and handle the troubles of their institution. Therefore organizations realize the employees’ needs and work for the betterment of the organization environment. It may also propose that the organization should manage development curriculum periodically for their supervisors to better understand the political environment and enable them to take on time remedial actions. Every member of staff should be involved in the setting of the workplace and management should share success with their staff at lower level. It may also recommend that the organization should exercise the workers for enhancing the loyalty of the organization among workers. Research recommends that the organization motivated the human resources to work hard efficiently and effectively for attaining the higher satisfaction. For this organization must gratify the employees on the attainment of a specific task and should assist the human resources to feel excellent. In this way the employees of the organization psychologically and expressively associate with their institution. Organization must arrange orientations for the new employees, which will help them to learn their job tasks. In future the research can be applied in different sectors with others variables. Furthermore mediation effect of different variables in between perception of organizational politics and job satisfaction can also be explored in future.
References


Annexure

Table-1: Correlation between General political behavior and Job satisfaction

<table>
<thead>
<tr>
<th>Mean of General Political Behavior</th>
<th>Pearson Correlation Sig. (2-tailed)</th>
<th>1</th>
<th>-.114</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean of General Political Behavior</td>
<td>N</td>
<td>250</td>
<td>.072</td>
</tr>
<tr>
<td>Mean of Satisfaction</td>
<td>Pearson Correlation Sig. (2-tailed)</td>
<td>-.114</td>
<td>1</td>
</tr>
<tr>
<td>Mean of Satisfaction</td>
<td>N</td>
<td>250</td>
<td>250</td>
</tr>
</tbody>
</table>

Table-2: Model Summary of go along to get ahead and job satisfaction(a)

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.317a</td>
<td>.101</td>
<td>.097</td>
<td>.294</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Mean of Go Along to Get Ahead
b. Dependent Variable: Mean of Job Satisfaction
Table-3: Coefficients\(^a\) of the Linear Regression (a)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>3.666</td>
<td>.117</td>
</tr>
<tr>
<td>Mean of Go Along to Get Ahead</td>
<td>-.189</td>
<td>.036</td>
</tr>
</tbody>
</table>

Table-4: Model Summary of pay and promotion policies (b)

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.261(^a)</td>
<td>.068</td>
<td>.064</td>
<td>.299</td>
</tr>
</tbody>
</table>

\(^a\) Predictors: (Constant), Mean of Pay and Promotion Policies
b. Dependent Variable: Mean of Job Satisfaction

Table-5: Coefficients\(^a\) of the Linear Regression (b)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>3.535</td>
<td>.114</td>
</tr>
<tr>
<td>Mean of Pay and Promotion Policies</td>
<td>-.153</td>
<td>.036</td>
</tr>
</tbody>
</table>

\(^a\) Dependent Variable: Mean of Job Satisfaction

Table-6: Model Summary of POP and job satisfaction (c)

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.322(^a)</td>
<td>.103</td>
<td>.100</td>
<td>.293</td>
</tr>
</tbody>
</table>

\(^a\) Predictors: (Constant), Mean of Perception of Organizational Politics
b. Dependent Variable: Mean of Job Satisfaction
### Table-7: Coefficients\(^a\) of the Linear Regression (c)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>3.733</td>
<td>.127</td>
<td>29.311</td>
<td>.000</td>
</tr>
<tr>
<td>Mean of Perception of Organizational Politics</td>
<td>-.215</td>
<td>.040</td>
<td>-5.349</td>
<td>.000</td>
</tr>
</tbody>
</table>

\(^a\) Dependent Variable: Mean of Job Satisfaction

### Table-8: INDEPENDENT T-TEST (GENDER AND JOB SATISFACTION)

<table>
<thead>
<tr>
<th>Mean of Perception of Organizational Politics</th>
<th>Equal variances assumed</th>
<th>t</th>
<th>df</th>
<th>Mean Diff</th>
<th>Std. Err</th>
<th>Sig. (2-tailed)</th>
<th>95% Confidence Interval of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>Equal variances assumed</td>
<td>-2.802</td>
<td>248</td>
<td>.006</td>
<td>-.112</td>
<td>.039</td>
<td>-1.188 to -.035</td>
</tr>
<tr>
<td>Mean</td>
<td>Equal variances not assumed</td>
<td>203.503</td>
<td>248</td>
<td>.006</td>
<td>-.112</td>
<td>.040</td>
<td>-1.190 to -.033</td>
</tr>
</tbody>
</table>

### Table-9: ANOVA (AGE AND JOB SATISFACTION)

Mean of Job Satisfaction

<table>
<thead>
<tr>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>.039</td>
<td>3</td>
<td>.013</td>
<td>.136</td>
</tr>
<tr>
<td>Within Groups</td>
<td>23.771</td>
<td>246</td>
<td>.097</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>23.810</td>
<td>249</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Table-10: ANOVA(INCOME AND JOB SATISFACTION)

Mean of Job Satisfaction

<table>
<thead>
<tr>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>.100</td>
<td>2</td>
<td>.050</td>
<td>.521</td>
</tr>
<tr>
<td>Within Groups</td>
<td>23.710</td>
<td>247</td>
<td>.096</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>23.810</td>
<td>249</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>