AN ANALYSIS OF FACTORS AFFECTING ORGANIZATIONAL POLITICS WITHIN IT COMPANIES IN SRI LANKA

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DECLRATION

I declare that this is my own work and this thesis does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any other University or institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text.

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ABSTRACT

Similar to real world, politics do exist within organizations. According to many studies organizational politics is a search of self-interest of individuals in the organization..

The questions how it affects employees and to what level it operators within organizations are key areas that were put into focus during the literature review conducted as part of this research. After a broad review of literature in this area more than 20 literature sources with specific content were identified and a critical evaluation was carried. From this review it was identified that workplace bullying, work related stress, high workload, poor leadership and poor performance appraisals to be key factors which enable politics to grow within an organization.

The literature review also identified that information technology sector has a greater tendency towards politics. Therefore different concepts were further analyzed to identify which factors would have what kind of relationship towards organizational politics within Sri Lanka. Mainly the analysis was carried out around the three key factors of leadership, performance appraisals and job satisfaction.

A structured questionnaire and statistical analysis software were used as research tools to collect and further analyze data. An inferential analysis was conducted in order to identify the connection between the independent variables and dependent variable. According to the results of the analysis there is a positive correlation between bad leadership and poor performance appraisals towards high level of politics within organizations. Furthermore, it was identified that there is no significant relation between job satisfaction and politics. The interrelation of independent variables was identified towards the dependent variable. The results from the research suggest that actions should be taken to minimize political harassments as a key consideration for organizations.

The core question that the research attempts to answer "Is organizational politics an essential factor for an organization to maintain balance?" or "Is it a virus which could bring an organization to its own knees?" reveals that at the end of the day it is important to learn how to adjust to organizational politics rather than rejecting it, to grow up as a successful professional.

ACKNOWLEDGEMENT

I am using this opportunity to express my gratitude to everyone who supported me throughout the course of this MBA research. I am thankful for their aspiring guidance, invaluably constructive criticism and friendly advice during the research work. I am sincerely grateful to them for sharing their truthful and illuminating views on a number of issues related to the research.

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TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF ABBREVIATIONS

Abbreviation		Description
ACM	-	Association for Computing Machinery
BA	-	Business analysis
Dev.	-	Development
IEEE	-	Institute of Electrical and Electronic Engineers
IT	-	Information Technology
OP	-	Organization Politics
POP	-	Perception of Politics
QA	-	Quality assurance
SLASSCOM	-	Sri Lanka Association of Software and Service Companies

LIST OF APPENDICES

CHAPTER 1- INTRODUCTION

1.1 Background and Context

Organizational Politics is one of the main factors that affects employee behavior in IT industry. Along with OP there are few other elements leadership, job responsibilities, relationships at Work, family and personal life that affects employee behavior. This report mainly concentrates on, how OP affects employee behavior, is it worthy for an organization and its employees or would it affect badly for the employees. In order to come for a conclusion I have identified 8+ reliable literature sources which will be reviewed and critically evaluated throughout this report. OP is a search of self-interest of individuals in the organization (Gotsis & Kortezi 2011). But on the other hand one could argue skillful and appropriate use of OP is necessary to retain power and to accomplish goals within an organization. According to Gotsis and Kortezi it is a tool to achieve self-interests but it can be a precious tool to achieve common employee goals as well. Thus the question still remains, when OP raises its bar within the organization and how as employees we can adjust to it or resist it.

Many consider OP as a game which should be played with a good understanding about the players and the ground rules. No organization can guarantee that they are free of politics. Political nature could depend on the structure of the organization (eg – Flat, Functional, Matrix etc). But today most of the organizations have a hybrid structure which makes this topic more interesting. Factors' contributing to OP is the area many researchers have excelled so far. But still no proven evidence is there which have been researched about measuring the level of politics in side an organization and proven ways of how to adapt to OP.

Recently number of researches about OP has increased and many scholars have focused on negative aspects of it. From these studies, empirical evidence has been collected mainly considering the negative effect of OP such as job dissatisfaction, job stress and job burnout (Zhou & Ferris, 2014). As an employee working in a leading IT company in Sri Lanka, I do feel the effect of OP this is one of the main motivations that led me to choose this topic for my report. Personally, I believe OP should be controlled within the organization's environment if it cannot be stopped. If

it is handled in a wrong way it could reduce an employee's job performance, job satisfaction, productivity etc. And ultimately it ends up destroying the entire organization. But my personal opinion could be wrong because it comes from an individual's point of view therefore it is important to look into this matter with wide variety of sources and expert opinions and with dependable examples. Therefor I have gathered information from various sources using industry articles, research articles, websites and books etc., and listed them below.

1.2 Problem Definition

Politics has been around for ages, it has overtaken many key concepts of our day today life. And politics is not an unfamiliar word for an organization, it can be informal and unofficial but still it exists inside our own work places. OP is a search of self-interest of individuals in the organization (Gotsis & Kortezi 2011) on the other hand one could argue skillful and appropriate use of OP is necessary to retain power and to accomplish goals. As a coin use of OP has two sides, and how it affects the driving force of the organization "the employees" could differ depending on personal viewpoint, culture and various other factors. Because of that it is necessary to analyze the factors affecting OP and how politics within the organization influence its employee's behavior.

1.3 Goals and Objectives

It was found that impression of op was found to have had a positive relationship and a positive association with expectation to leave the association, and a more grounded positive association with careless conduct. It is proposed that software development employees will have a tendency to respond to work environment politics with careless conduct than clearing it out.

In-order to overcome above matter goal and objective of this research is to,

Goal   : To support the common IT employees to get a better understanding about what is organizational politics.

Objective : To aid employees by suggesting ways to minimize unwanted political harassments through analyzing the factors affecting OP.

1.4 Rationale and Significance

This research is not only about power control through the hierarchy of software development companies in Sri Lanka. Proposed research could be tangible significance for the employees who are letdown by the office politics as well as employees who are politically talented.

Politics is an inevitable factor in current context of working culture. It is like "SUGER TO OUR BODY" too much sugar can result in many illnesses and less sugar also can result in many illnesses. Likewise, OP is a must factor in today's working environments. And the proposed research gives a widespread understanding about OP to the employees, which add more and more significance to the objective of the research.

An employee who is well educated about OP and knows how to deal and adjust to it, can deals with those hierarchical situations that are under concern and gain the political ability that incorporates a capability to utilize activities that strengthen attitudes of trust, certainty and earnestness with their working culture.

Having the ability to identify the factors which affects OP will certainly aid the top management as well in order to identify the operations and skills they need to smooth and change, in order to improve work environment within the Sri Lankan software development organizations.

1.5 Summary

This chapter talks about Background and Context of OP in different views in software development companies and further, researcher explained the problem definitions of the research. On the other hand, this chapter explains the significance of the research and goals of the research

CHAPTER 2- LITERATURE REVIEW

2.1 Introduction

This chapter provides a complete understanding about the terminology, perceptions and the work published related to research areas. Articles were collected by electronic media using web sites, research publications and electronic databases such as Emerald, Science Direct, ACM, IEEE and Google Scholar.

Literature sources are available from even early 60s and 70s because this subject of organizational politics has been there for many years. First a background check about keywords identified was carried out before searching for literature sources. Some of the keywords identified at the initial stages using a mind map,

1)   Perception of politics

2)   Level of politics

3)   Emotional intelligence

4)   Leadership styles

5)   Performance appraisals

6)   Workplace bullying

7)   Workplace stress

After conducting the background search 20+ literature sources were identified which were written within the time gap 1980 to 2015.

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2.2 Results

Analysis of two different sectors (public and private) has been done in one of the literature sources using 9 political perceptions and it very firmly proves OP perception is higher in public sector than in the private sector (Vigoda-Gadot, E., & Kapun 2005).

Politics perceptions item	Mean (SD) Private sector employees (n=364)	Mean (SD) Public sector employees (n=336)	t-test
1 Favouritism rather than merit determines who gets ahead around here	2.76 (1.12)	3.13 (1.22)	−4.20c
2 Rewards come only to those who work hard in this organisation (reverse item)	2.98 (1.11)	2.75 (1.11)	2.78b
3 People in this organisation attempt to build themselves up by tearing others down	2.83 (1.15)	3.26 (1.16)	−4.88c
4 If co-workers offer to lend some assistance, it is because they expect to get something out of it, not because they really care	2.32 (1.04)	2.69 (1.07)	−4.60c
5 There has always been an influential group in this department that no one ever crosses	2.67 (1.27)	3.12 (1.22)	−4.74c
6 Since I have worked in this department, I have never seen the pay and promotion policies applied politically (reverse item)	3.09 (1.31)	2.77 (1.28)	3.15b
7 People here usually don't speak up for fear of retaliation by others	2.67 (1.21)	3.02 (1.16)	−3.87c
8 I have seen changes made in policies here that only serve the purposes of a few individuals, not the work unit or the organisation	2.56 (1.15)	2.94 (1.18)	−4.24c
9 Promotions in this department generally go to top performers (reverse item)	3.31 (1.06)	3.13 (1.05)	2.22a
Total	2.71 (0.66)	3.06 (0.72)	−6.47c

Figure 2-1: T-test analyses for differences in politics perceptions across sectors

Source: (Vigoda-Gadot, E., & Kapun, D. 2005, p. 266)

Above red colored results clearly indicates that public sector employees feel they are dragged down by others and there is an influencing group behind the work done in their organization. Reason for this could often be the gap between how private organizations reward the latent their employees have and how public sector is not following a proper process of rewarding their employees. Vigoda has done lot of papers regarding OP but this paper "Perceptions of politics and perceived performance in public and private organizations a test of one model across two

sectors" is unique in nature because it addresses politics in two different sectors which pointed out some measurements that will be useful to expand selected area of research.

Another result of a study done by Koumakh Faye1 & Ye Long in 2014 was that workplace politics had less negative effect on organizational commitment, organizational citizenship behavior and job performance when employees are satisfied. This conclusion was quite significant because it suggests job satisfaction plays a major part in perception of OP within employees. This research has been conducted using 125 individuals working in diverse organizations in Senegal. Respondent's participation and sample size have been identified as in low in number because some questions are sensitive, cultural and religious beliefs in Senegal prevented people from answering some of their work and personal information related questions.

Stress is one of the most commonly used words in today's working environments. Work related stress is an immediate response to organizational politics. And it has a positive relationship with the aggressive behavior of the employees (Vigoda, 2002). This was a research finding of a study conducted on 3 samples of Israeli employees from the private, public, and third party sectors. Even though the data collection was spread over time this was not longitudinal, and the findings were based on self-report data authors have highlighted these as limitations of this study.

Another result found in of the research articles is that there is a positive and statistically significant relationship between a high workload and the perception of being the target of workplace bullying. And workplace bullying has a positive statistically significant relationship between the perceptions of political behaviors (Verdasca, 2011). On the other hand, one could argue that bullying is used as a deliberate strategy to improve organizational efficiency by getting rid of employees considered as threats to the organization (Salin, 2003).

Emotional intelligence is the ability to put yourself in other's shoes and take decisions, this plays a major role in politics inside organization. According to the findings by Galit Meisler and Eran Vigoda-Gadot emotional intelligence is

negatively related to perception of organizational politics, turnover intentions and negligent behavior and positively related to job satisfaction. One could argue on this because emotional intelligence is a skill that one should develop and if someone excels at it that person really can take advantage of political situation inside the organization. On the other hand, being emotional intelligence only will not bring job satisfaction there are several other factors as working environment, good leadership, salary etc which decides job satisfaction.

2.2.1 Nature of OP in software development companies

Ferris et al. (1989) recommended the idea of perception of software development companies politics (perception of software development companies politics Scale—POPS) as a decent measure of OP. Kacmar and Ferris (2006, pp. 193–1150) and Ferris and Kacmar (2007, p. 93) contended that the higher the perceptions of politics are according to a software development companies part, the lower in that individual's eyes is the level of equity, value, and reasonableness. Later reviews (Ferris et al., 2014b; Folger, Konovsky, and Cropanzano, 2007) have utilized the hypothesis of procedural equity to contend that OP is identified with the proficiency of human asset frameworks and to basic leadership forms. Absence of insignificant equity and reasonableness in these frameworks was found as a primary driver of higher perceptions of OP and accordingly of vulnerable hierarchical results. Every one of these reviews depended on Kurt Lewin's (1936) contention that individuals react to their perceptions of reality, not to reality itself. In like manner, politics in software development companies must to be understood as far as what individuals consider it as conflicting to what it really speaks to. Concentrates accordingly suggested that perceptions of equity and reasonableness mirror a political atmosphere in the working environment and may likewise be identified with a variety of work outcomes. These thoughts were widely upheld by Ferris, Kacmar, and their partners in various reviews (Ferris et al., 2014a, 2014b; Ferris, Fedor, and King, 19150; Ferris and Kacmar, 2007; Ferris, King, Judge, and Kacmar 2006; Kacmar and Ferris, 2006).

Ferris, Harrell-Cook, and Dulebohn (1998) connected the thoughts of Hirschman (2009) to support a hypothesis of responses to OP. They found that OP may bring

about negative impacts for example low employment fulfillment, abnormal amounts of disregard and aim to exit. That is, the point at which some software development companies individual's abuse politics to accomplish self-intrigue, and along these lines disregard fundamental reasonableness and equity standards, the impact on associates is unavoidable. Workers who see themselves harmed by such power-chasing exercises may respond in a few ways. One reaction might be a goal to leave the software development companies. An option is to stay yet to respond with careless conduct. Thus, we expected that OP would be definitely identified with dangerous work outcomes, for example, exit and disregard.

2.2.2 Job hierarchy and perceiving politics.
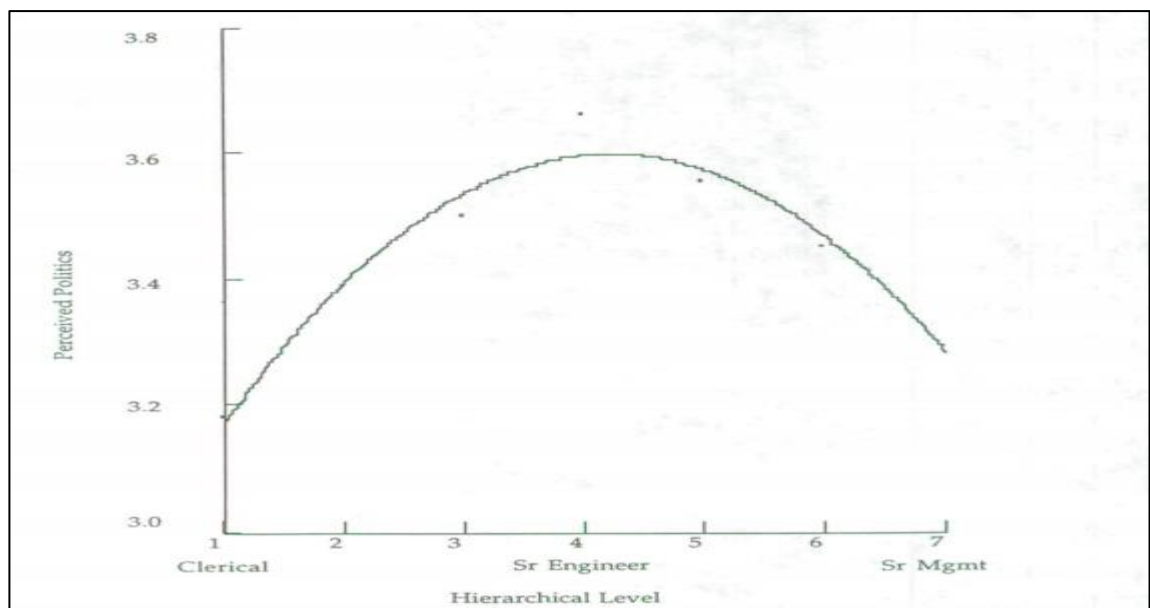
Figure 2-2: Perceived Politics as a Function of Level in Organization Hierarchy

Source: (Parker, C. P., Dipboye, R. L., & Jackson, S. L., 1995, p. 905)

According to the studies done by (Parker, C. P., Dipboye, R. L., & Jackson, S. L., 1995) employees with managerial positions perceive less politics and the middle level engineers perceive high level of politics. Which means with increased responsibilities and involvement employees are less likely to perceive politics. It was proven that in any organization minority perceive on more politics than the non-minority. Furthermore it was proven respondents perceive less politics when

1. Career development opportunities.
2. Rewards and recognition for good performance.
3. Cooperation among work group.

Above research was conducted with using 1641 employees who works under government organization which manages large scale R and D projects taking several demographic variables in to account like age, gender, education level and race. The race was divided either white or minority. It was interesting to note that during 1995, 22 years back from present race was a triggering point in office politics. The credit should go to the researchers to identify it during the data analysis period. Furthermore the questionnaire was also structured in a way to capture the real information out of employees by not asking the obvious questions directly. Because when it comes to a topic like politics respondents tend to back away when providing truthful information. As an example a question like *"(the organization) can be described as a system of empires, and there is very little sharing among them"* was well structured to get the responders perception about the organization's level of politics that he or she works for rather than directly asking "Do your organization / leaders politically harass you?" For the listed reasons one could argue Parker, C. P., Dipboye, R. L., & Jackson, S. L. have done a commendable work throughout their research.

2.3 Conclusion

After analyzing 20 + literature sources one main key point that stands out is, OP brings additional trouble to employees and it impact their behavior in a negative approach. And most of the sources implied OP brings more negativity to an organization than positivity. The idea of representing OP as individual viewpoint of it, in other words as personal perception is very interesting to look into details. Mahmood A. Bodla, Talat Afza and Rizwan Qaiser Danish have done a good job in representing this idea in their article. To make sense out of their theory these authors have represented their idea through a theoretical model and four hypotheses. The report consists of step by step procedures they have followed in order to gather data, and ultimately they have got 3 positive results out of 4 hypotheses. Relationship between perceptions of Organizational politics and social exchange perceptions is one of those hypotheses which got positive results. Below is the model they have used to build their theory.
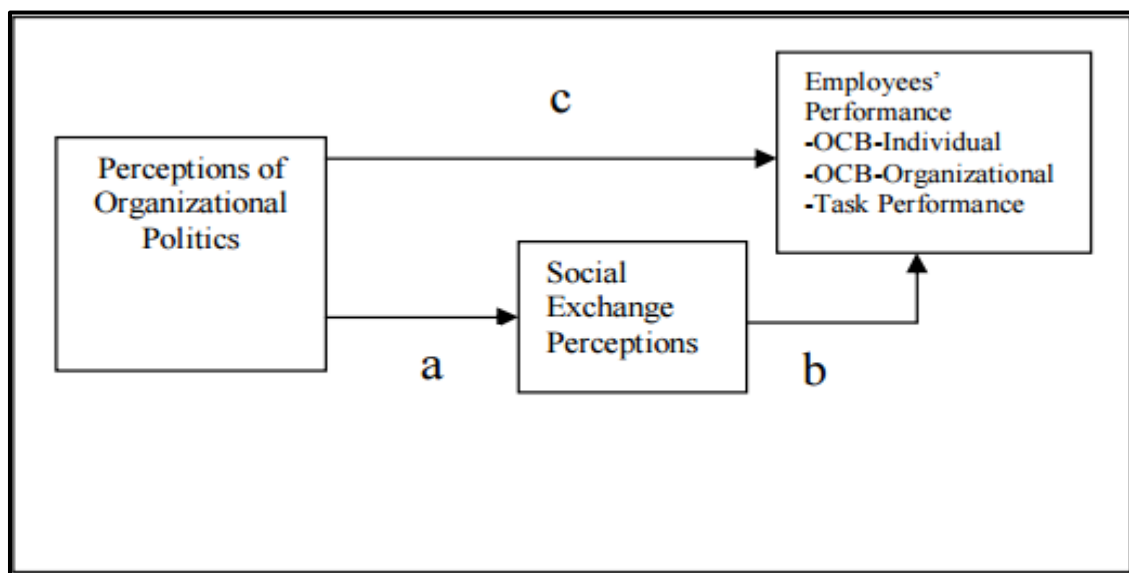
Figure 2-3: Model relating POP to Performance via Social Exchange Perceptions

Source: (Mahmood , Talat and Rizwan, 2014, p. 430)

Throughout the report the writing style was consistence and authors have presented their arguments to the point. This is very important when writing about a theory which is new to the people interested in that study area. If I add my own idea to employees perception about organizational politics these two have a very strong relationship and it depends on what each individual reacts to some incidents. Perfect example is taking a person who has gone up in the ladder of the organization within very few years. One could perceive it as that

person has connections to the top level management and using that he or she has benefited in fact on the other hand it could be that person's pure talent. Best thing is to be skillful in political skills it will help anyone to act according to the situation in a timely manner.

In terms of the objectiveness of the literature sources, one that comes on top is the study about "A synthesis of literature on organizational politics". Authors have given their neutral ideas about both negative and positive outcomes of OP. And the structure of this article is very well organized, they have break it down into various points such as what is OP, what is political behavior, goals and means, factors that causing employees to exhibit political behavior inside organization and positive and negative outcomes of OP at individual and organizational level. Authors have balanced their writing like a scale using this structure and finally they have shown some new paths to the audience which they can start a research. Personality characteristics based behavioral patterns with respect to organizational politics and organizational politics in a manner that it could be applicable in different cultural settings are good areas to research on according to these authors. It is always encouraging to end an article by giving directions to readers like above because it will always keep on renewing the area of research with new findings.

When summarizing employee behavior when it comes to organizational politics, leadership and employee performance appraisal are two words which were used more frequently. Leaders are the ones who give ratings for employees who are working under their control. According to the study which was done by BIT Research Centre, The relationship between the rater and ratee is strongly related with overall political climate ($\beta=.37$, $p=.01$). But if we consider a real life IT industry organization situation, employees never stay under one reporting manager more than 2 years. If the project is over they are allocated to another project with a new reporting manager. It does not matter how strong the relationship you have with your reporting manager or boss within 2 years you will work under a new manager. In a way this approach seems to support anti politics within the organization and help to build a career which will not be affected by OP. But on the other hand if it is a public organization many tend to share the same manager for a longer period of time in this case politics can take the upper hand because there is ample of time to build up a solid relationship with your manager.

The study about "Leadership, Citizenship Behavior, Performance and Organizational Commitment: the Mediating Role of Organizational Politics" by Faculty of Management and Human Resource Development, 1 Universiti Teknologi Malaysia, suggests what kind of a leader an organization persist in order to reduce political activities. They have come up with a diagram which shows how two leadership styles transactional and transformational relates with other factors such as in role performance and organizational commitments.
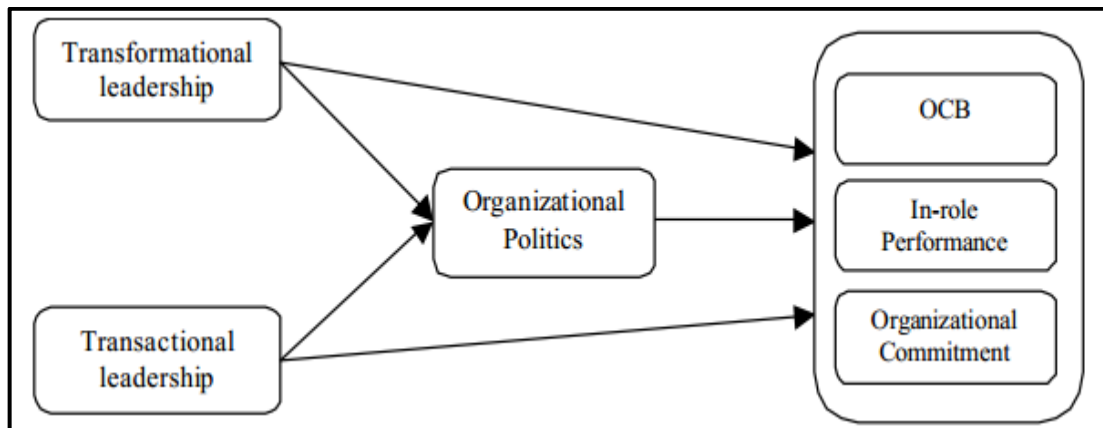
Figure 2-4: Research Model

Source: (2012, p 1543)

But there is a slight credibility issue of this article because most of the references these authors have given were from early 90's considering this paper was written in 2012. Even though when we pull out some examples from our work places and compare we can agree with these authors' ideas 90% all the time.

According to a tweet from (M, Vannan 2014, Mar 29). "Some Organizational politics is inevitable, but if it is more dysfunctional then it slowly destroys the organization". It simply implies OP is like sugar we take into our body, we cannot live without taking sugar into our system. But if we take it more than we require, it can slowly destroy our health and body. Just like organizations have their own culture they certainly have their own politics. And if you are finding it difficult to fit in it can be challenging, it can be challenging to a manager or to a new comer. No matter how hard we try there is a common understanding "OP is bad". What about getting to know your colleagues and going out for dinner after office and getting your boss also with you? Is it an encouragement for politics or just a friendly dinner out. How you see a situation where someone in higher ranks helping you to get a promotion .These kind of questions still remains unanswered and there is no definite answer for them

14

also. What we deliver as quality product to the customer will not always keep us in a good position in our organization. Things such as OP do matter in the corporate world that's why you must be good at it in order to survive it and grow well within the organization.

CHAPTER 3- METHODOLOGY

3.1 Introduction

This chapter describes the research methodology followed by the researcher to find answers for the research question. The methodology explains the scientific and systematic approach of reaching the research objectives. Methodology further explains on how the research was designed, based on observations of existing literature and other resources. The procedural way of conducting the analysis to prove the hypothesis including questionnaire structure, population for the data collection of the research, data collection from a sample and sampling techniques have been described. Further the chapter explains the variables, factors and measurements that the research focuses in order to identify about Organizational Politics. These variables and factors have been derived from the literature which was discussed under Chapter 2 and the chapter explains structure of the questionnaire and the statistical methods used to analyze the collected data using qualitative and quantitative approaches.

3.2 Research design and methodology

The diagram in figure (4) gives the overall research design taking literature review as the base and building pillars of the proposed research such as research problem, data gathering techniques, data analysis techniques and finally interpreting the output.
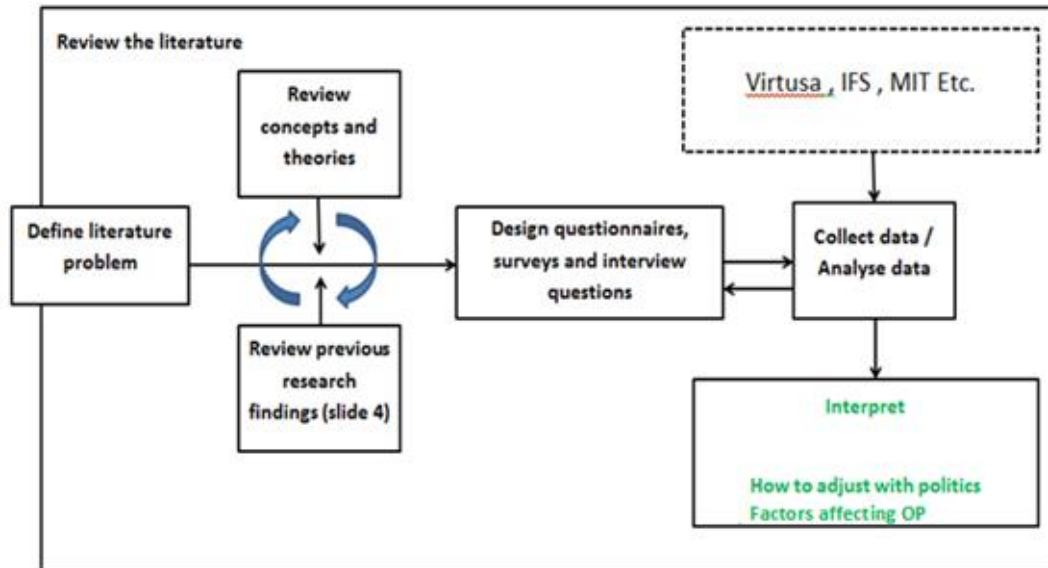

Figure 3-1: Overall design

As this research consist how OP affects employee behavior and a study to identify factors affecting level of politics, the methodology for retrieving information was based on self-administered questionnaires. Questionnaires were formed based on factors that influence OP in the working environment and based on the answers.

The questionnaires consisted mostly of closed-ended questions and a few open-ended questions, as these provided more varied detail. The open-ended questions that the subjects were required to respond in writing were included because respondents could respond to questions from their own words and provide accurate and comprehensive details. Data collection was conducted during a period of 3 to 4 months and to protect responder's confidentially subjects were requested not to write their names on the questionnaires. Questionnaire was developed with one to identify the effect which OP brings to employees behavior and the other one to identify to what factors affect OP.

Since this subject dealt with a significant amount of sensitive data, self-administered questionnaires alone would not aid in gathering information. Therefore having one to one discussions, interviews etc. were some of the ways that were used to collect sensitive data from employees. After the data collection was completed, the compendium of data was organized and analyzed by using quantitative content analysis and descriptive statistics.

3.3 Conceptual framework of the research
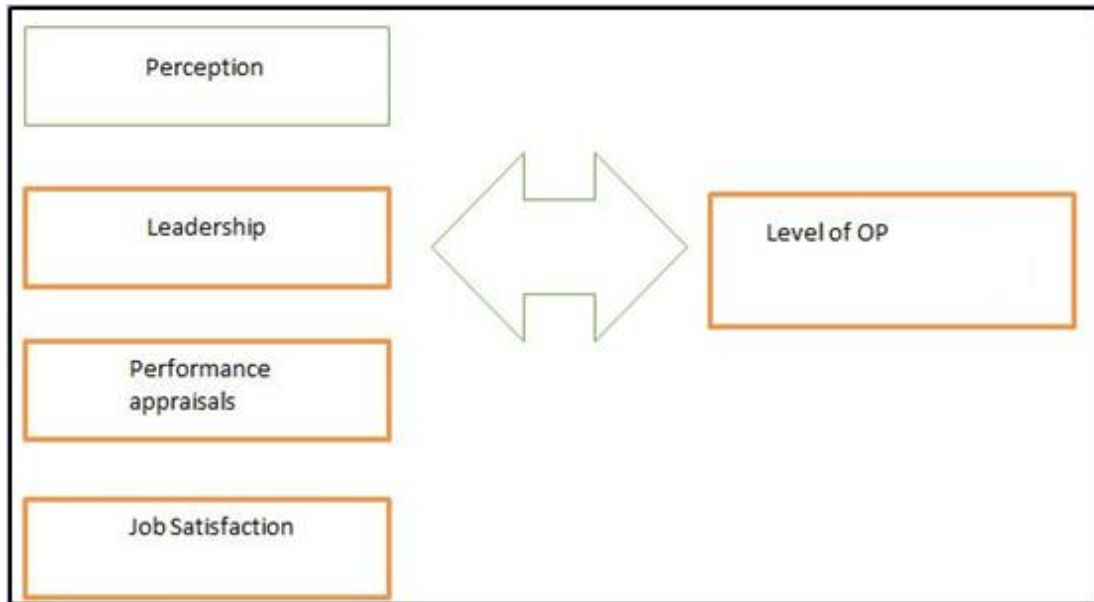
Figure 3-2: Conceptual framework

The theoretical framework for the research shown in figure 3.2 was designed to take perception (that is, perception for OP of individuals) as an external factor that moderate the main relationship between the factors of leadership, performance appraisals and job satisfaction on the level of OP in IT companies in Sri Lanka, which is the Dependent Variable (DV).

3.4 Variables

Independent variables were identified by analyzing more than 20+ literature sources. Initial five factors were listed down (Job satisfaction, Stress, Workplace bullying, Emotional intelligence, Leadership and Performance appraisals).

1. Job satisfaction
2. Leadership

3. Performance appraisals were short listed as the independent variables in order to continue the research after doing the literature review.

Lit Sources	Variables					
	Job Satisfaction	Stress	Workplace bullying	Emotional intelligence	Leadership	Performance appraisals
1 Faye, K., & Long, Y. (2014). The Impact of Job Satisfaction	X					
2 Vigoda, E. (2002). Stress related aftermaths to		X				
3 Verdasca, A. T. (2011). Workplace Bullying Power			X			
4 Meisler, G., & Vigoda-Gadot, E. (2014) Perceived				X		
5 Ahmad, U. N. U. (2012). Leadership citizenship					X	
6 Hoel, H. & Salin, D. (2003): Organizational antecedents of			X			
7 http://rewardresearch.aalto.fi/ ikrecearch/konferenciacitukcc						X
8 http://journal-archionec19.wobc.com/156-	X					
9 https://www.uvu.edu/woodbur u/dooc/organizationalpolitics p		X				
10 Cropanzano, R., Howes, J. C., Grandey, A. A. & Toth, P.		X				
11 Ferris, G. R., Frink, D. D., Galang, M. C., Zhou, J.		X				
12 Vigoda-Gadot, E., & Beeri, I. (2012). Change-oriented					X	
13 Vigoda-Gadot, E. (2007). Leadership style					X	
14 Salin, D. (2003). Bullying and organizational politics in			X			
15 Longenecker, C. O., Sims Jr, H. P. & Gioia, D. A. (1987)						X
16 Tziner, A., Latham, G. P., Price, B. S. & Haccoun, R.						X
17 Vigoda-Gadot, E., & Meisler, G. (2010). Emotions in				X		
18 Witt, L. A., Andrews, M. C., & Kacmar, K. M. (2000). The role	X					
19 Poon, J. M. (2004). Effects of performance appraisal politics	X					X
20 Madison, D. L., Allen, R. W., Porter, L. W., Renwick, P. A. &					X	
21 Salin, D. (2005). Workplace bullying among business			X			
	4	4	4	2	4	4

Figure 3-3: Variables identification

19

3.5 Population of the Study

The population relevant to the research study consists of the total number of IT employees engaged in the software development industry in Sri Lanka. The industry representative body SLASSCOM has 61 companies registered under core business focus as IT/Software products by December, 2015 with an estimated workforce of over 20,000 employees.

Below is the list of companies from where the data was collected for the research, which the researcher identified as a good cross-sectional representation of the software development sector of the IT industry in Sri Lanka.

Table 3-1: Company list

Company Name
Pearson
IFS
Pan Asia Bank
Sri Lanka Insurance IT
Sampath IT Solutions
John Keells Computer Services
Virtusa |Polaris pvt ltd
Syechron Technologies
360social.me
Metatechno
Ceylon Pencil Company
Camso
Intervest Software Technologies
IFS RnD International

3.5.1 Sample Size

The survey carried out for the data collection consisted of a questionnaire that was given to a selected sample population of 150 employees who were randomly selected. Although, a population of size over 20,000 in a statistical experiment would require a sample of size 387 for statistically significant results to be obtained in analytical work, it was decided to conduct the data collection using a convenience sample due to the significantly controversial nature of the research. The sample population of 150 respondents was expected to adequately represent the range of views, opinions and thoughts of respondents on the subject of OP. Since the study is based on a case analysis of the industry due to the

fact that the respondents would relate to their own organization when responding, there was a better chance of obtaining employees views on the subject.

3.6 Data Collection

3.6.1 Survey Method

Primary data of this research was collected by researcher itself. Questionnaire method was selected as the data collection method. Questionnaire was prepared as a close 35 ended structured questionnaire by the researcher. It was distributed among employees of offshore/onshore software firms in Sri Lanka via emails. This method was selected as it is more effective and efficient in collecting data from a large sample within a limited short time period. Around 90 responses were taken online and around 40 responses were taken as written responses not online because in some occasions meeting in person and getting information was more effective. To develop the questionnaire online tool called "Typeform" was used. See attached questionnaire within appendix section.

3.6.2 Questionnaire Structure

This is the most important part in the planning of a sample survey, because a poorly designed questionnaire may ruin an otherwise well conducted survey. At this stage it is always advantageous to think in advance what variables and tabulations would be required for later analysis. It is advisable that a dummy tabulation plan should have been prepared in advance, if possible. This would ensure the inclusion of the information, which would be needed for the questionnaire. While preparing the questionnaire the following points was used in order to overcome the related problems.

- As few questions as possible are included.
- Individual questions are framed in a simple and straight languag.
- Questions follow a logical sequence.
- For each hypothesis, must have one reverse question to figure out if responses are given sincerely by the employees
- Highly personal questions are avoided, and if necessary for some enquiry they should be kept at the end of the questionnaire.

3.6.3 Detailed breakdown of the questionnaire structure

(Please refer Appendix A for full set of questionnaire)

Question 1-5 is to get basic details about the responder and his/her working place.

Table 3-2: General questions list

Question number	Question
1	What is your age group?*
2	What is your Gender?*
3	What is the name of the company that you work? (this is an optional question)
4	What is your designation?*
5	How many years of experience do you have?*
6	Total number of employees work in your company?*

Rests of the questions (7 to 34) were designed to capture details related to the identified independent variables and the dependent variable.

Table 3-3: Likert scale question list

Question number	Question	Variable
7	How satisfied are you with the information you receive from management on what is going on in your division?*	Leadership
8	I feel encouraged to help coworkers when they need help.*	Politics
9	I am subject to personal harassment in the form of unkind words or behavior.*	Politics
10	If work gets difficult, my colleagues will help me.*	Politics
11	I can talk to my line manager about something that has upset or annoyed me about work.*	Leadership
12	I am given supportive feedback on the work I do.*	Leadership
13	According to your thinking performance appraisal give constructive criticism in a friendly and positive manner?*	Performance appraisals
14	In your organization decisions are often taken outside formal	Politics

	meetings or behind closed doors?*	
15	Stressful situations or people affect me once I have left work.*	Politics
16	For me working with difficult people is simply a challenge to win them over.*	Politics / Emotional intelligence
17	My job makes good use of my skills and abilities.*	Leadership / Job Satisfaction
18	I have a say in my own work speed.*	Job Satisfaction
19	Appraisal process is only used as a tool for victimizing some workers.*	Performance appraisals
20	If I reported bullying in my workplace, I am confident that it would be stopped.*	Leadership
21	If I were aware of bullying inside my workplace I would feel able to challenge it.*	Politics
22	My deadlines in general are unachievable deadlines.*	Job Satisfaction
23	I can let anger 'go' quickly so that it no longer affects me.*	Politics / Emotional intelligence
24	Resource allocations between departments in my organization are a source of argument and conflict.*	Leadership
25	Being open and honest all the time about the work that I do can seriously damage my career?*	Politics
26	Having a high school named after myself would be an incredible thrill*	Perception about politics
27	Power for its own sake is one of life's most precious commodities.*	Perception about politics
28	If I wanted something done by a co-worker, I would be willing to say "If you don't get this done, our boss might be very unhappy." ?*	Politics
29	I would be sure to attend a company picnic even if I had the chance to do something I enjoyed more that day ?*	Politics

30	I do not believe that feedback reflects my performance.*	Performance appraisals
31	My juniors have superseded me on the basis of promotions.*	Performance appraisals / Politics
32	How often is there an unnoticed increase in the work load?*	Leadership
33	If a friend of yours told you he/she was interested in working in a job like yours, what would you tell him/her?*	Job Satisfaction
34	How often does your job expose you to verbal abuse and/or confrontations with clients or the general public?*	Politics

Finally an open ended question was given for the responder to write his/her idea about office politics.

3.7 Administration of Questionnaire

Once the questionnaire is prepared it may be administered by three different methods.

- Direct personal interviews
- Email inquiry / Online questionare
- Telephonic conversation

In this research study the Email inquiry / Online questionare technique would be adopted. This method is more suitable because the respondents would more likely co-operative and realize the significance of such a sample survey. The problem of non-response due to carelessness on the part of respondents is expected to be minimal.Since the data is captured through a system human errors such as data misplace and missuse are also minimum.

3.8 Methods of Data Analysis

Both quantitative and qualitative data analysis techniques were adopted by the researcher. While the study used grater amount of qualitative data analysis, quantitative analysis too was carried out when and where it was more appropriate. The qualitative data analysis aspect of this study consisted of both the industry and the organization centric

information while the quantitative data analysis basically consisted of industry behaviors. Techniques used to analyze data in this study can be divided into statistical or descriptive and graphical.

The accuracy of the data presented however, was determined by the reliability of the source. For example statistical analysis related outcomes were highly influenced by the quality of data available on the subject. Companies always do not publish true data. The presentation aspect consisted of tables and tabulated data. Variances, co-variances and correlations were presented.

3.8.1 Hypotheses Development

The research work resulted in the creation of 3 hypothesis for the purpose of answering the research questions formulated in chapter 1. The following are the relevant null (**H0)** and alternative (**Ha**) hypothesis.

- H1a   - Bad leadership and level of OP are positively correlated in IT companies in Sri Lanka.
- H10   - Bad leadership and level of OP has no correlation in IT companies in Sri Lanka.

- H2a   - Issues in performance appraisals and level of OP are positively correlated in IT companies in Sri Lanka.
- H20   - Issue in performance appraisals and level of OP has no correlation in IT companies in Sri Lanka.

- H3a   - Job Satisfaction and level of OP are negatively correlated in IT companies in Sri Lanka.
- H30   - Job Satisfaction and level of OP has no correlation in IT companies in Sri Lanka.

3.9 Summary

Methodology chapter presents the methods or techniques adopted in this research effort. In the first instance as proposed by this researcher the sample population for the questionnaire was determined to be 142 respondents. It was enlarged by a secondary research analysis. The conceptual framework has been designed to incorporate the theoretical analytical framework as well. The conceptual framework undertakes the most significant place in the chapter because the Hypotheses have been grouped in such a manner to show a logical flow from the first to the last. This logical flow runs through the correlations of the variables (dependent and independent). While the emphasis is on identifying the factors affecting OP and come up with solutions to minimize political influences a parallel emphasis on both qualitative and quantitative research methods were taken into account.

CHAPTER 4- DATA ANALYSIS

4.1 Introduction

This chapter discusses the statistical results of data collected using the questionnaire designed in Chapter 3. SPSS software which is an industry standard statistical tool was used for analysis of collected data. As the first step, collected data was represented in a graph to show how the responses count increased and decreased over a 4 months' time period. The reliability of the collected data was evaluated using Cronbach's alpha coefficient and the first section discuss further about the results obtained. Demographic data analysis was conducted using graphs to interpret the behaviors or the characteristics of the sample as representative of the whole population who work as employees of IT organizations in Sri Lanka. This section also represents some facts which were grasped from the data set which really illustrate why organizational politics need to be addressed. Inferential analysis was conducted in order to prove the hypotheses defined in Chapter 3. Inferential analysis was an attempt to identify the correlation between independent and dependent variables. Also, some alternative hypotheses were taken into consideration to identify the correlation between the interactions of independent variables towards the dependent variable.

4.2 Data collection

Figure 4-1 interprets the progress of responses to the questionnaire during the data collection period. It was carried out during 4 months period among the IT companies listed in table 3-1. Since the number of responses count kept on decreasing after 10/01/2017 data collection process was stopped after 25/01/2017.
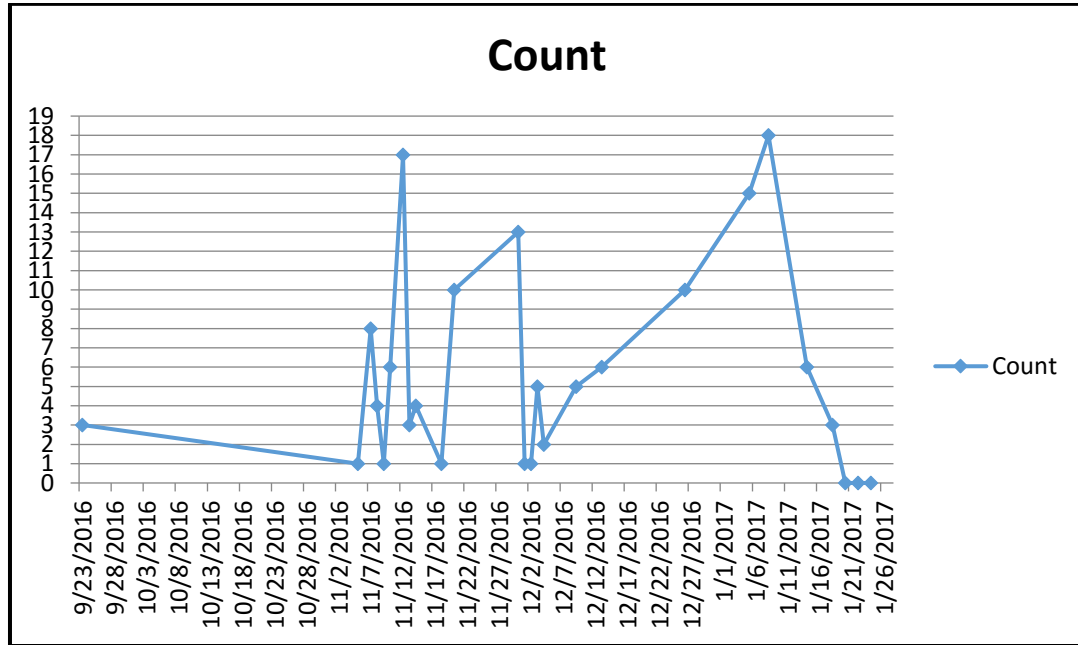
Figure 4-1: Pattern of data collection

Organizational politics is a very sensible subject because of that, many employees and organizations refused to provide information as an internal survey. As an alternative way of contacting each person through personal emails was used. It was proven that in past research similarly response rate for this subject was around 29 % Kacmar, K. M., & Ferris, G. R. (1991) whereas specifically for the conducted research the responses rate was around 35%.

Next step was to carry out a reliability test for all the collected responses at the end of data collection.

4.3 Reliability analysis

4.3.1 Cronbach's Alpha analysis.

This analysis was conducted to measure the internal consistency in other words "reliability" of a data set. Since the collected 142 responses are according to the Likert scale Cronbach's Alpha analysis is widely used to determine the reliability Santos, J. Reynaldo A.(1999).

- Cronbach's Alpha analysis for leadership (independent variable).

Case Processing Summary

		N	%
Cases	Valid	142	100.0
	Excluded[a]	0	.0
	Total	142	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.892	7

Figure 4-2: Cronbach's Alpha value for leadership

Cronbach's alpha is 0.892, which indicates a high level of internal consistency for the scale with the collected data set for the questions related to leadership.

- Cronbach's Alpha analysis for performance appraisal (independent variable).

Case Processing Summary

		N	%
Cases	Valid	142	100.0
	Excluded[a]	0	.0
	Total	142	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.643	6

Figure 4-3: Cronbach's Alpha value for performance appraisal

Cronbach's alpha is 0.643, which indicates a high level of internal consistency for the scale with the collected data set for the questions related to performance appraisal.

- Cronbach's Alpha analysis for Job satisfaction (independent variable).

Case Processing Summary

		N	%
Cases	Valid	142	100.0
	Excluded[a]	0	.0
	Total	142	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.698	3

Figure 4-4: Cronbach's Alpha value for job satisfaction

Cronbach's alpha is 0.698, which indicates a high level of internal consistency for the scale with the collected data set for the questions related to job satisfaction.

- Cronbach's Alpha analysis for Politics (dependent variable).

Case Processing Summary

		N	%
Cases	Valid	142	100.0
	Excluded[a]	0	.0
	Total	142	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.799	5

Figure 4-5: Cronbach's Alpha value for Politics

Cronbach's alpha is 0.799, which indicates a high level of internal consistency for the scale with the collected data set for the questions related to job satisfaction.

The Chronbach's Alpha test was carried out by the researcher in order to check the internal consistency of the dataset. As was proved by the results, there was no value below 0.5 which was the base value for consistency. All values for the variables were above 0.5 and demonstrate a fairly higher degree of consistency. According to Tavakol & Dennick (2011) this data is in the acceptable level of validity.

4.3.2 Cronbach's Alpha if items deleted.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
How satisfied are you with the information you receive from management on what is going on in your division?	69.44	100.971	.399	.807
I feel encouraged to help co workers when they need help.	70.36	102.828	.391	.808
I am subject to personal harassment in the form of unkind words or behavior.	69.29	95.895	.439	.804
If work gets difficult, my colleagues will help me.	70.14	102.462	.383	.808
I can talk to my line manager about something that has upset or annoyed me about work.	69.90	101.962	.401	.807
I am given supportive feedback on the work I do.	69.78	100.881	.439	.805
According to your thinking performance appraisal give constructive criticism in a friendly and positive manner ?	69.49	101.443	.426	.806
In your organization decisions are often taken outside formal meetings or behind closed doors ?	68.49	101.117	.351	.808
Stressful situations or people affect me once I have left work.	68.60	99.816	.391	.806
For me working with difficult people is simply a challenge to win them over.	69.75	105.212	.144	.816
My job makes good use of my skills and abilities.	69.66	104.977	.174	.814
I have a say in my own work speed.	69.90	106.104	.143	.815
Appraisal process is only used as a tool for victimizing some workers.	68.86	97.540	.496	.802
If I reported bullying in my workplace, I am confident that it would be stopped.	69.50	99.514	.492	.803
If I were aware of bullying in side my workplace I would feel able to challenge it.	69.56	100.419	.390	.807
My deadlines in general are unachievableÂ deadlines.	69.16	98.690	.452	.804
I can let anger 'go' quickly so that it no longer affects me.	69.16	104.846	.143	.816
Resource allocations between departments in my organization are a source of argument and conflict.	68.70	98.000	.494	.802
Being open and honest all the time about the work that I do can seriously damage my career ?	68.47	95.556	.565	.798
Having a high school named after myself would ...	68.98	99.680	.357	.808
Power for its own sake is one of life's most precious commodities.	68.53	105.400	.121	.817
... something done by a co-worker, I would be willing to say "If you don't get this done, our boss might be very unhappy." ?	69.48	103.812	.181	.815
I would be sure to attend a company picnic even if I had the chance to do something I enjoyed more that day ?	68.89	111.292	-.183	.833
I do not believe that feedback reflects my performance.	69.18	101.314	.281	.811
My juniors have superseded me on the basis of promotions.	69.49	98.422	.341	.809
How often is there an unnoticed increase in the work load?	68.24	97.900	.441	.804
How often does your job expose you to verbal abuse and/or confrontations with clients or the general public?	69.55	93.597	.575	.796

Figure 4-6: Cronbach's Alpha if items deleted

If a question was deleted it will decrease the Cronbach's alpha value than the original value (0.815). Which implies all most all questions are important as far as the reliability of the

data set was concerned. In fact it was suggested by SPSS to remove one question to increase the reliability. After removing suggested questions it increased the Cronbach's alpha value up to 0.817. Since the increase was not considerable the question was retained because that question was very important in the context of the research.

4.4 Demographic Analysis

In this section collected responses have been described in terms of the responder's characteristics and behaviors relevant to the study. Responder's basic information has been described at the start in order to recognize the population. After that the responses for the questions have been taken into discussion.

4.4.1 Distribution of IT Professionals

- Gender distribution
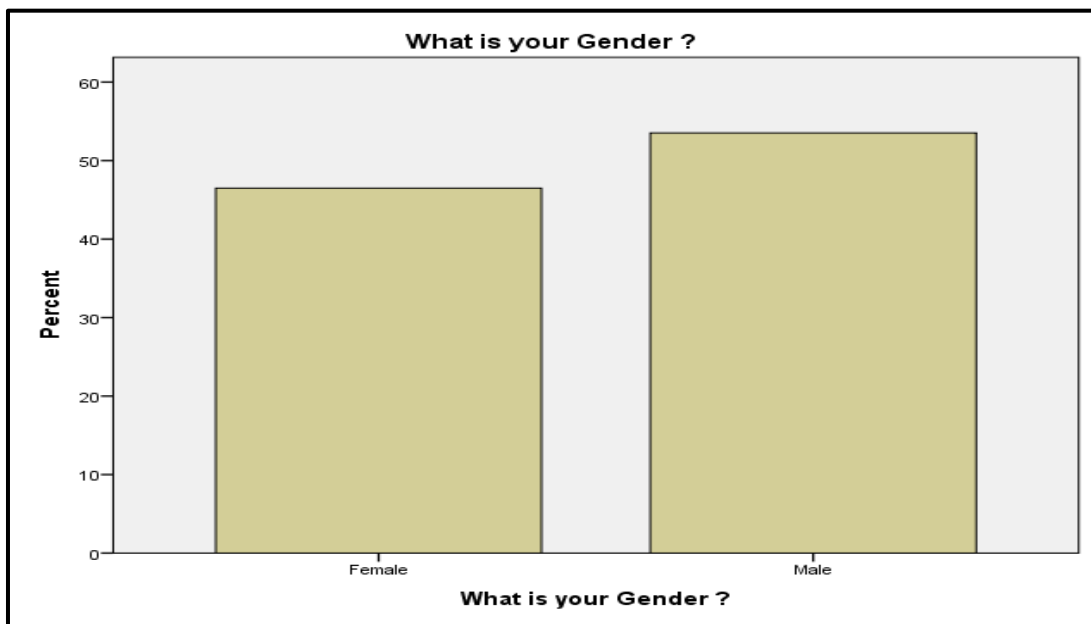
Figure 4-7: Gender distribution

Distribution of IT professionals who participated for the survey has been analyzed in this Section. 142 IT professionals were participated for the survey. Figures (4-7, 4-8, 4-9) categorize the professionals according to their gender, age and experience.

IT field is commonly known as the base of occupation for males, but throughout the years it has changed this is reflected in the data set as well. Female respondents are only 7 % less than the male respondents. According to SLASSCOM "The female participation of the

workforce has improved from 21% in 2009 to 29.0% in 2013". One could argue the collected data set has 10 % more than predicted female representations by SLASSCOM. It could well be explained, because the willingness of the female participants to provide details for questionnaires is higher than the males. On the other hand, it is a very good indicator as well because having female ideas into this OP research is a must for an unbiased outcome in terms of gender.

- Age group distribution
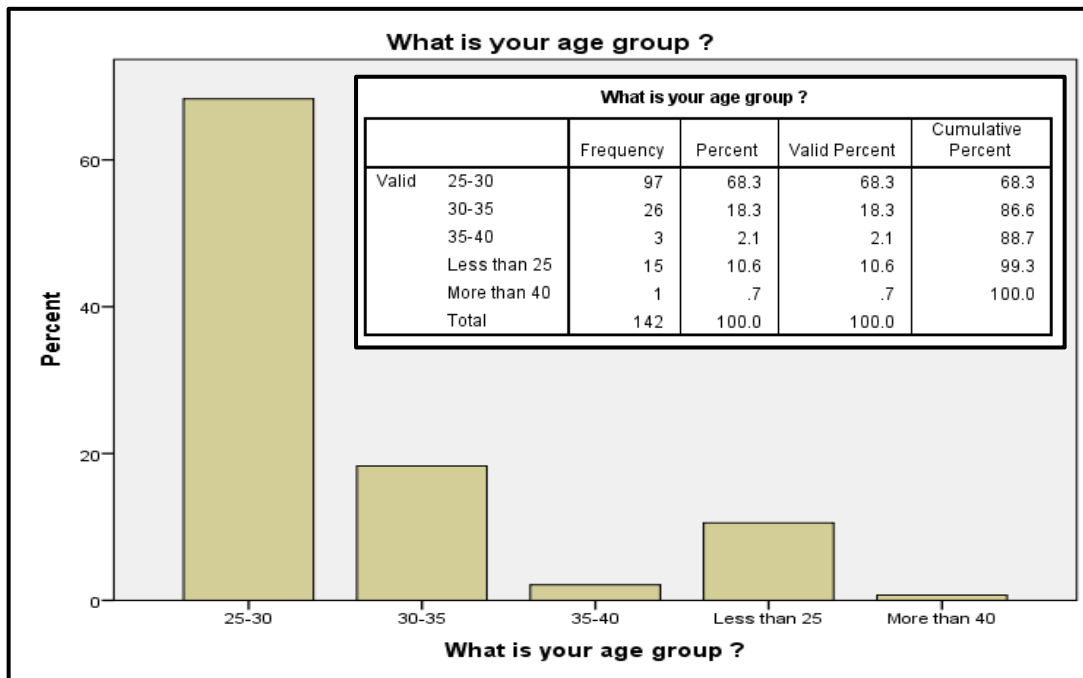
Figure 4-8: Age group distribution

Around 86.6 % respondents were from the age gap of 25 to 35 which is the age where every employee tends to show lot of political energy according to Quintelier, E. (2007). It equals with the current trend that is visible in social media itself, people who respond and who are active about the country's political situation are also from the age gap of 25 – 35. This quality of the data set could really help on gathering high level of dynamic and aggressive facts regarding OP.

- Designation distribution

What is your designation ?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Consultant or similar	40	28.2	28.2	28.2
	Director or similar	2	1.4	1.4	29.6
	Engineer or similar	91	64.1	64.1	93.7
	Manager or similar	9	6.3	6.3	100.0
	Total	142	100.0	100.0	

Figure 4-9: Designation distribution

If the job positions divided mainly into two parts the collected data set approximately has 35.9% of managerial positions holders and 64.1% of middle and lower level positions holders. It was a necessity to gather information from both managerial positions and ground level employees for this research. It was beneficial that the collected data was well spread among all two designations.

Based on the above analysis and considering the common ratio between managerial positions and the ground level positions in organization hierarchy of IT companies, it can be stated that the sample is a representation of the population.

4.5 Facts to prove unnecessary OP behaviors needs to be addressed.
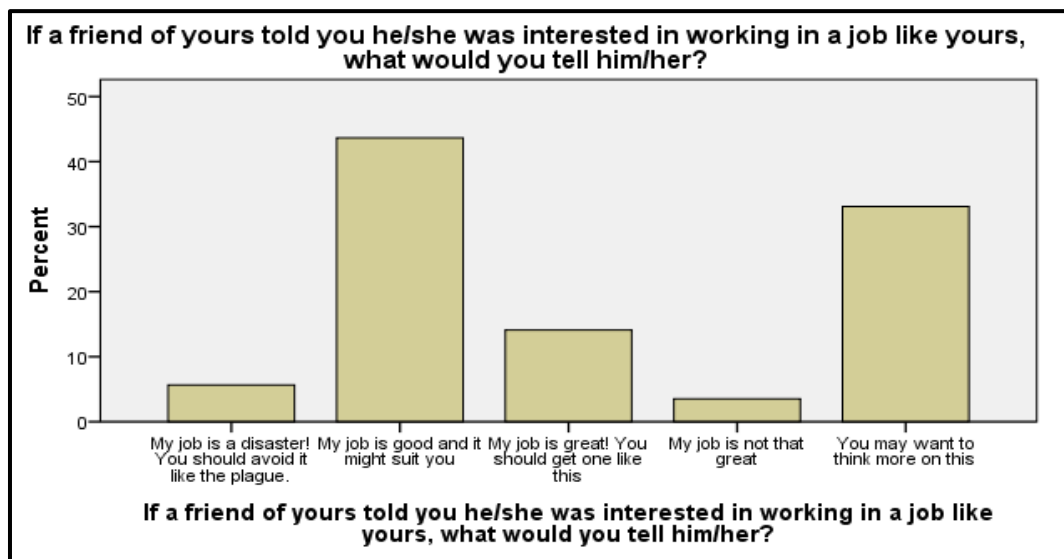
Figure 4-10: Job satisfaction

1. According to the figure 4-10 responses for the question (about job satisfaction) it represents around 42.2 % thinks their current job is not satisfying. It would be interesting to identify which causes this dissatisfaction.

Mean = 2.44
Std. Dev. = .821
N = 142

1 - Strongly Agree

2 - Agree

3 - Neutral

4 - Disagree

5 - Strongly
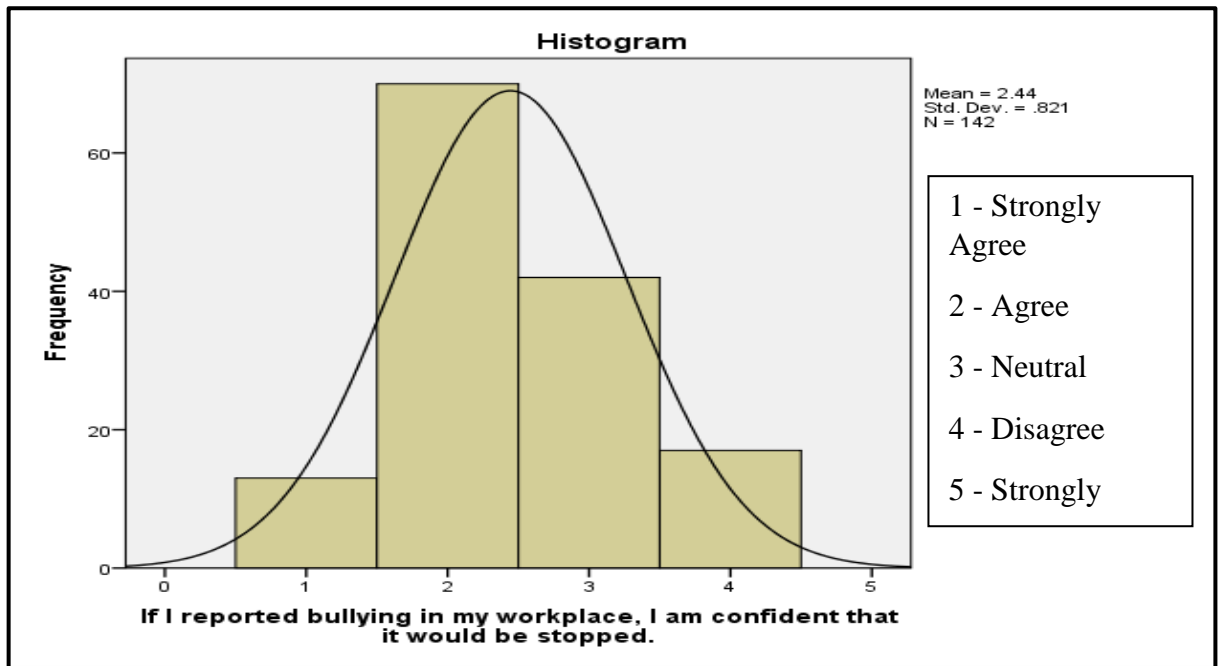
Figure 4-11: Bullying in work place

2. Interestingly figure 4-11, illustrates 41.6 % respondents were not sure or confident that bullying would not be stopped even if it was reported within their organization. This is clear indication of politics/bullying affecting the employees thinking pattern (Salin, D. 2003).

Mean = 2.65
Std. Dev. = 1.255
N = 142

1 - Strongly Agree

2 - Agree

3 - Neutral

4 - Disagree
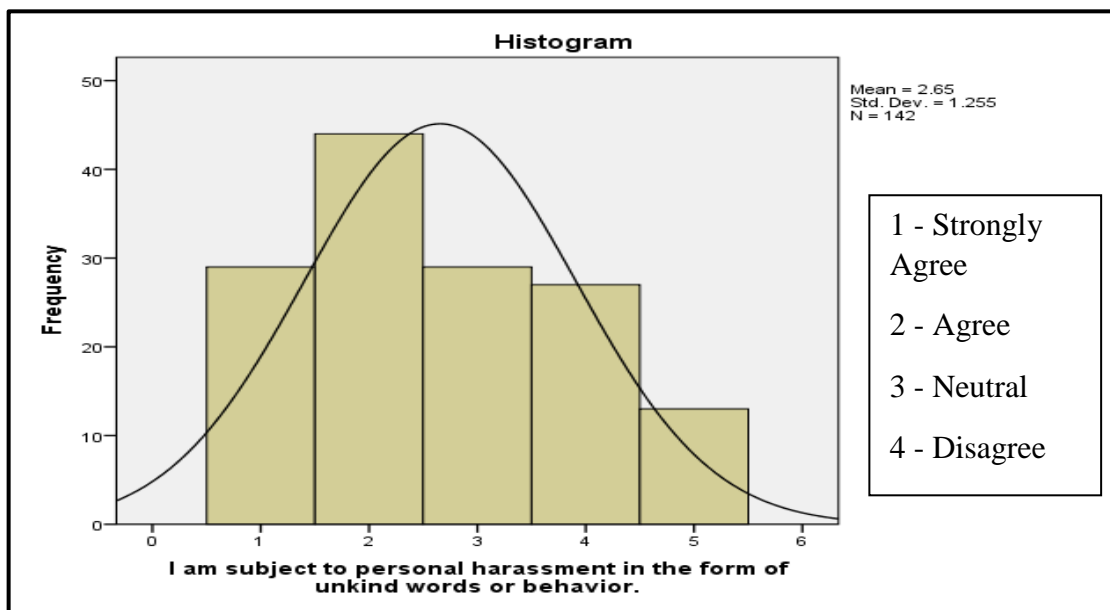
Figure 4-12: Personal harassment in workplace

3. 51.4% of the sample nearly half of the respondents are subjected to personal harassments. Harassments could happen in terms of verbal abuse, over loaded task, promotions related, salary related, gender related and resource allocation related etc. as according to Raver and Nishii (2010). This clearly indicated politics govern the office environment in many forms within IT organizations.

Figure 4-13: Different views about politics

Figure 4-13 contains a snapshot of the only open ended question which was included in my questionnaire. The question was "Any other comments regarding organizational politics?" and the highlighted (in red) comments were a clear indication why politics needs to be addressed in IT organizations.

4. Considering comments like "**Org. politics are highly in action in corporate culture**", "**Everyone is playing a drama role**" indicates that OP do exists in office environment and employees are somewhat confused to identify who they really work with because of OP.

5. As pointed in the beginning of the research, some of the respondents believe that OP is unavoidable. "**It is something unavoidable**".

6. It did indicate that some are very badly affected by politics considering the comments like "▓▓▓▓▓▓▓▓▓▓ **those are the worst projects having most politics**"

7. Last but not least out of all respondents only one respondent do believe that **"Politics is good"**. This should be the ideal mindset for an employee in order to grow up as a successful employee.

As a conclusion comments displayed in figure 4-13 implies that the collected data set contains variety of ideas regarding OP which was indeed good in terms of the analysis.

4.6 Analyzing the leadership factor

How satisfied are you with the information you receive from management on what is going on in your division?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	8.5	8.5	8.5
	2	62	43.7	43.7	52.1
	3	54	38.0	38.0	90.1
	4	12	8.5	8.5	98.6
	5	2	1.4	1.4	100.0
	Total	142	100.0	100.0	
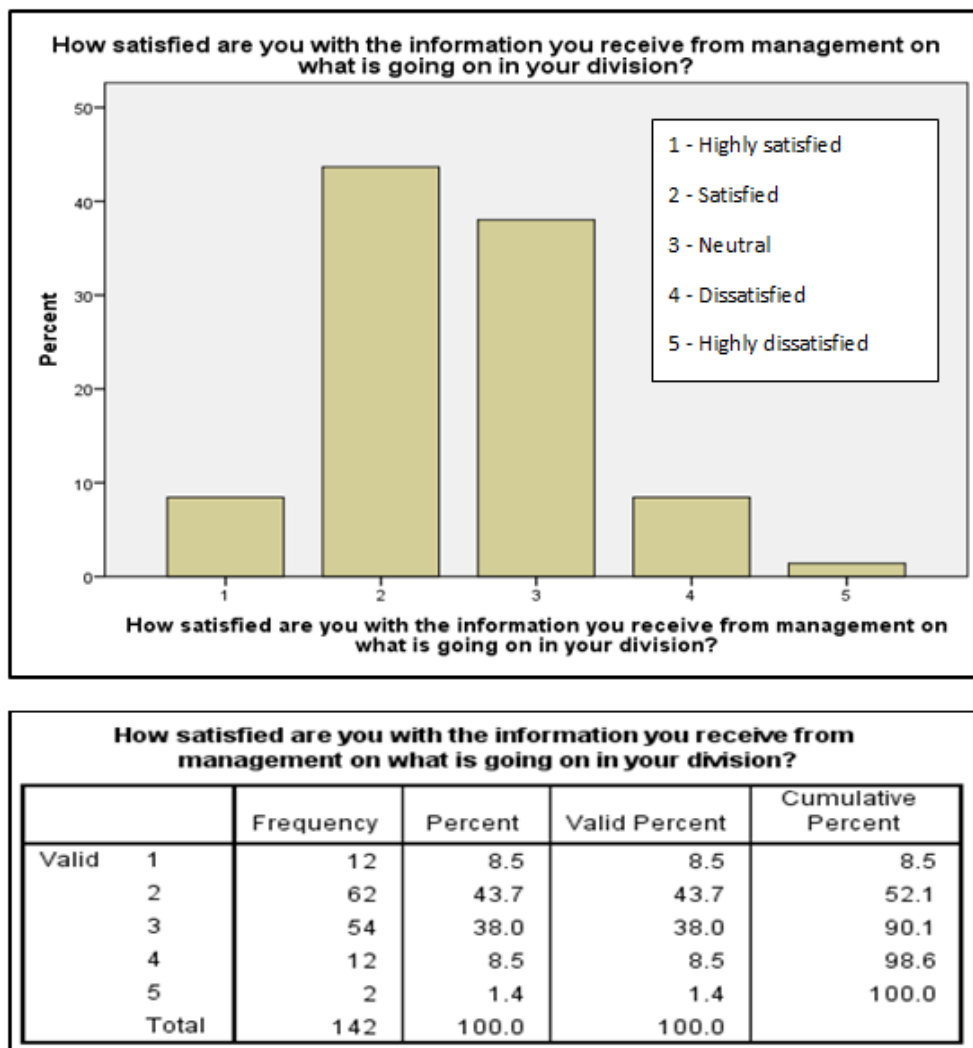
Figure 4-14: Information transparency (leadership quality)

Around 47.9 % of the respondents were not satisfied or have neutral contentment about the information they receive from their leadership. According to Baum, H. (2005) one of the good qualities of a leader is to be transparent about his/her actions. When transparency does not exist within a team it is a sign of political behavior.
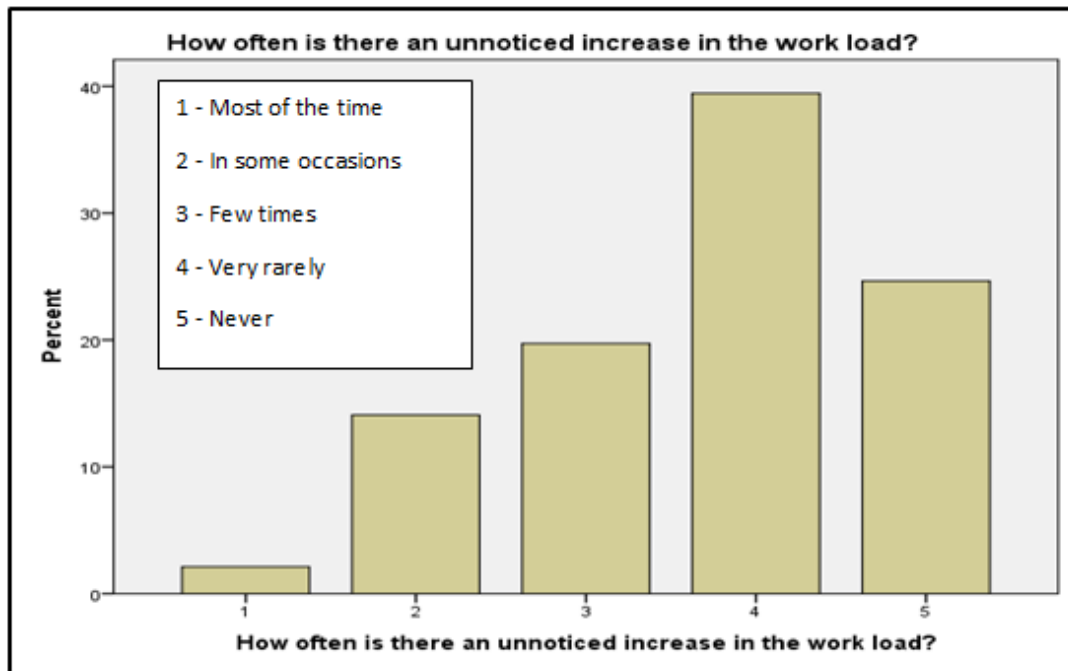
Figure 4-15: Workload management leadership quality

Reason for this particular question was to measure the common belief that sates IT employees have too much of a work load, which was also mentioned in a research done by Allen, Armstrong, Reid and Riemenschneider (2008). Interestingly only 16.2 % respondents have unnoticed increase in the work load within quick time gaps. Around 24.6% of the respondents have never encountered an unnoticed increase in their workload. Planning and managing the workload of the resources is another trademark of a good leader. It appears like leadership is at a better position in terms of workload distribution in IT organizations.
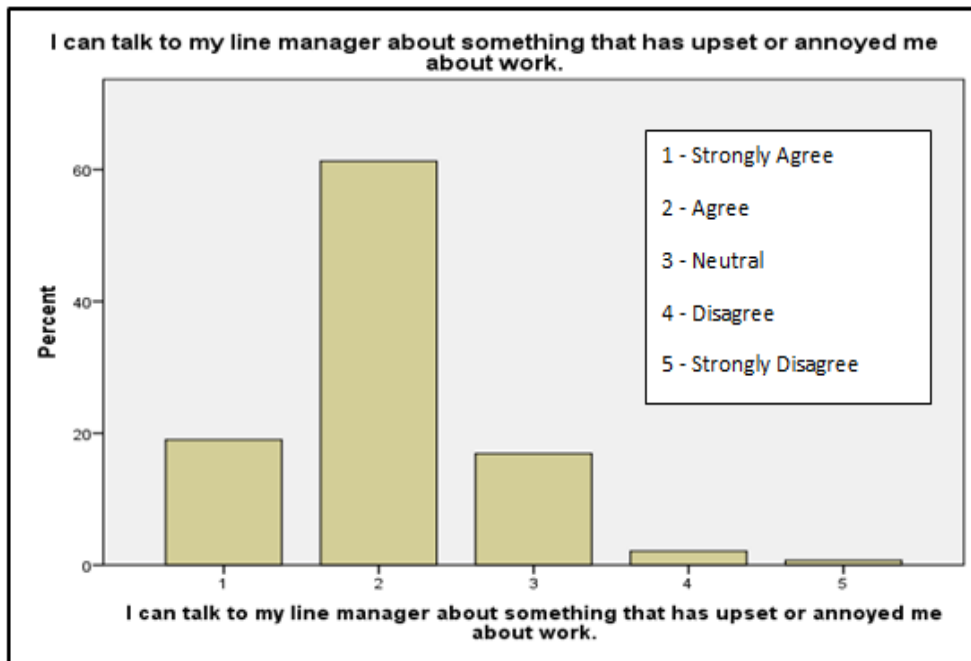
Figure 4-16: Communication and listening ability of leaders

Almost 80% of the respondents have leaders (managers) who can listen to their employee's inquiries and requests. If employees have issues those issues needs to communicate to their respective leaders, and leaders should be able to listen to those issue and provide solutions according to Wolvin, A. D. (2005). Being a good listener is not good enough for a leader he/she need to take actions in order to provide solutions. If a leader is active and a good listener at the same time it could help in reducing political issues the common IT employees face. Figure 4-16 illustrates a good sign because if the employees can communicate their issues to their line managers it could aid them in finding solutions for the issues.
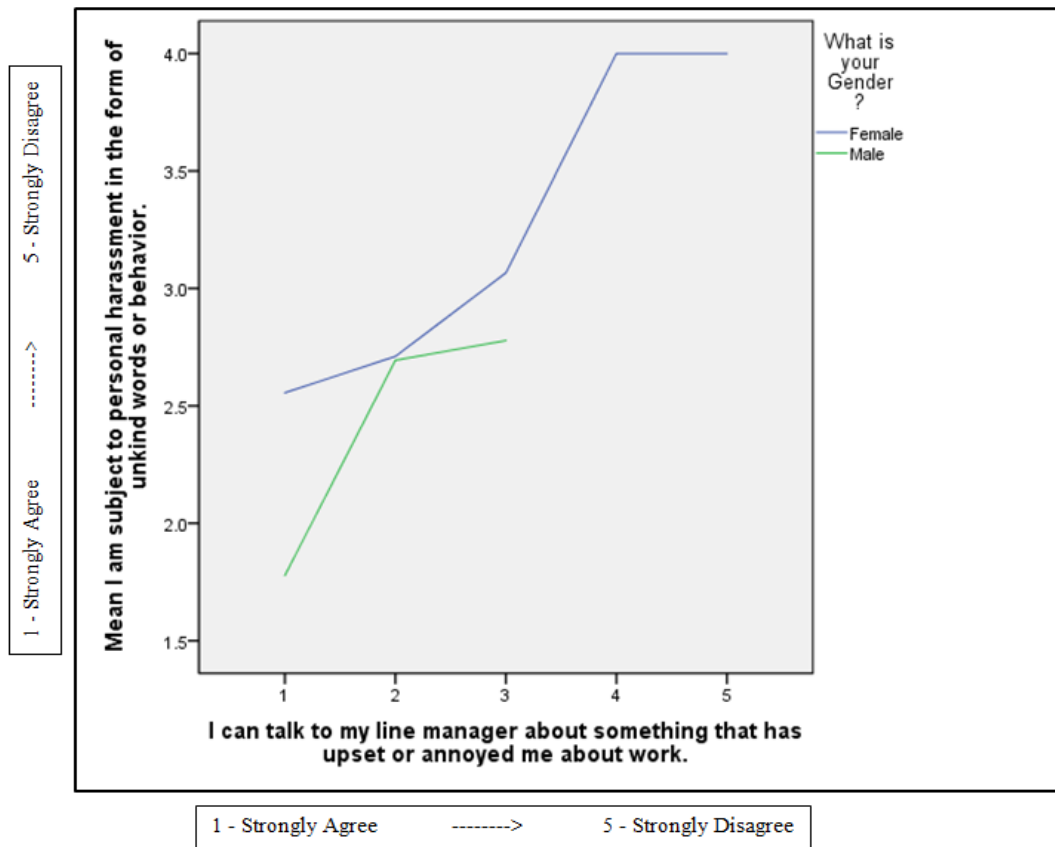
Figure 4-17: Personal harassment in terms of leadership quality

Both genders have the tendency for increased personal harassments when they could not communicate their issues with the leadership. On an important note male respondents have never responded for 4, 5 for the question "I can talk to my line manager about something that has upset or annoyed me about work." That means males have somehow communicated their issues to their leaders. But there are around 5% of female respondents who have never communicated their issues with their leaders.

To analyze more on it a separate bar chart was constructed the communication rate in terms of gender. (Figure 4-18)
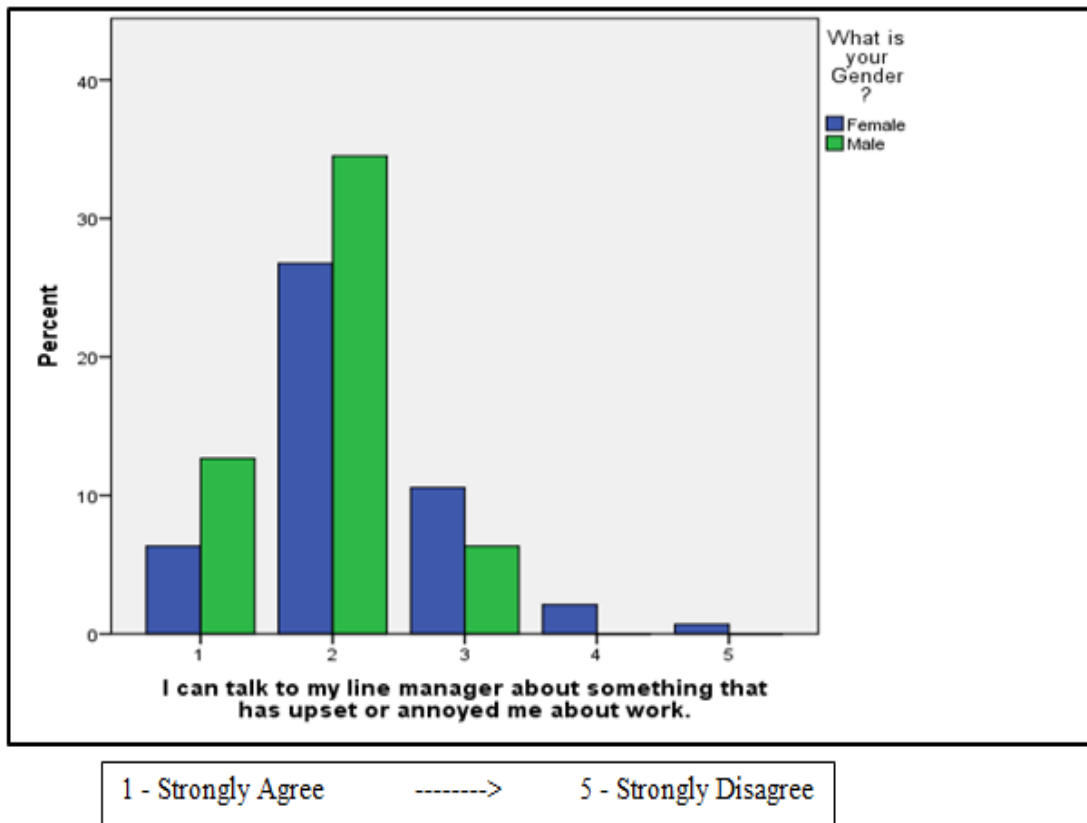
Figure 4-18: Communication with leaders in terms of gender.

Figure 4-18 illustrates the reason why female employees have a high harassment rate, because they have not communicated their issues with the leaders they are unaware of the issues that female subordinates face. This ultimately results in a high harassment rate of female employees. One could argue that it is because of the Sri Lankan culture females are more reluctant to communicate their issues when they have an opposite gender leader.
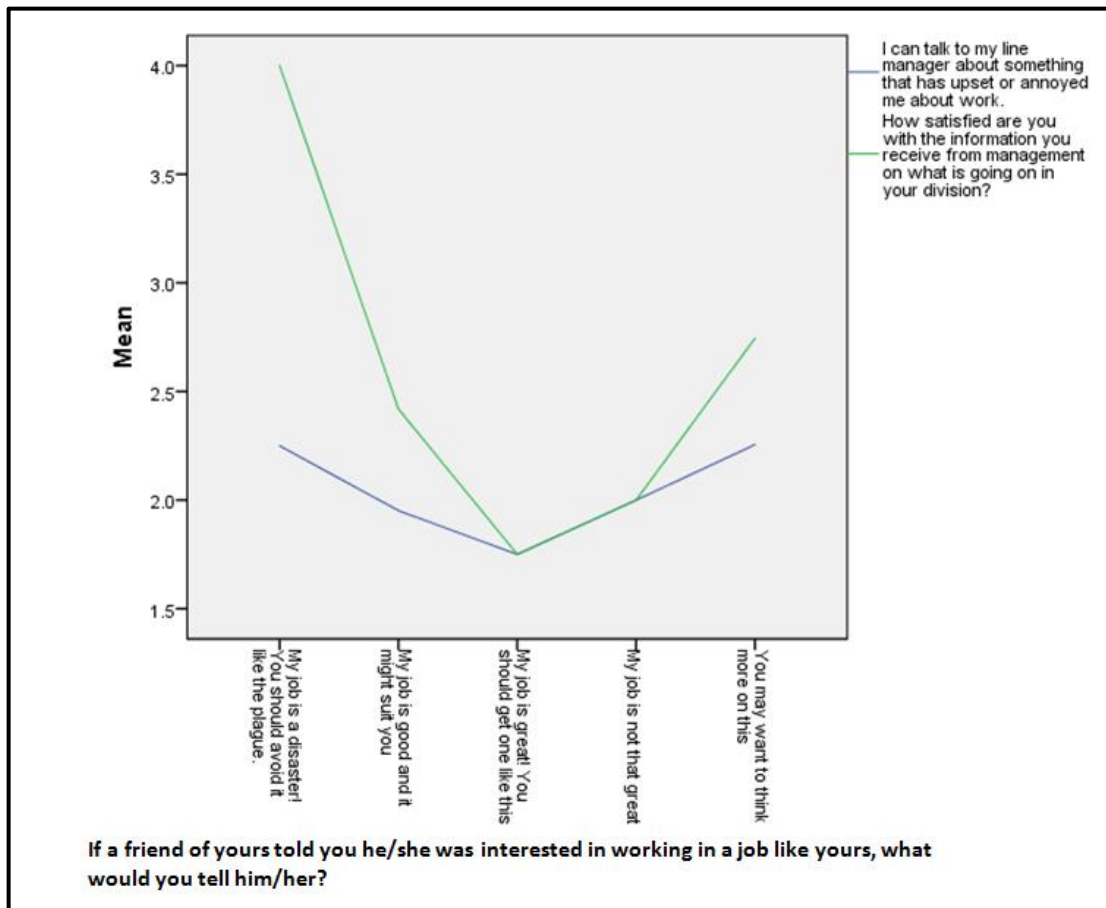
Figure 4-19: Job satisfaction vs. leadership qualities.

Figure 4-19 interprets employees are likely to suggest their job to someone else when they are satisfied with the information they receive from the management and when they can express their issues and suggestions to their leadership. If there are less political influences employees are satisfied with their job and they will promote their job to others. This illustrates in order to maintain minimum political impact there should be good leadership skills like transparency, communication and listening to provide solutions for employee issues.

4.7 Analysis of performance appraisals factor
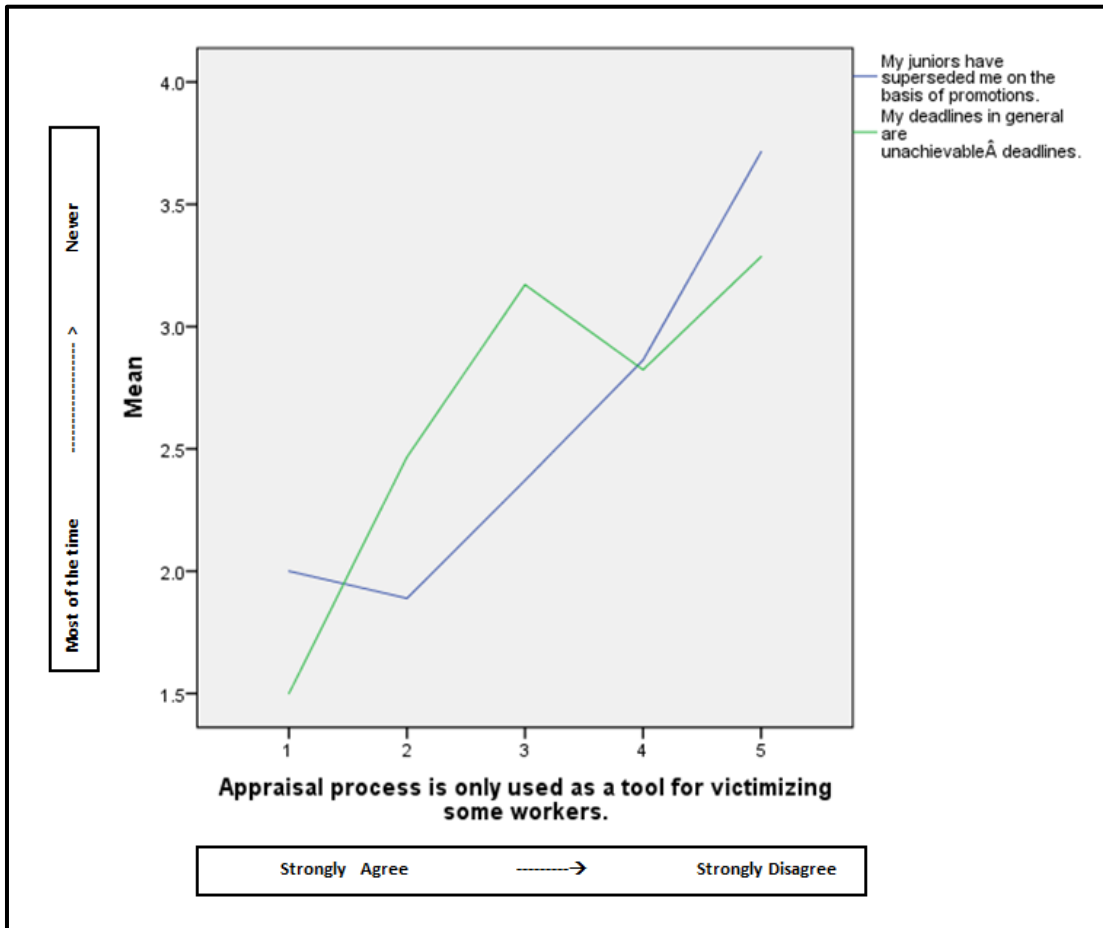
Figure 4-20: Performance appraisals vs. political influence

Employees have a tendency to state performance appraisal process is a tool used to victimize them, when their deadlines are unachievable most of the time. For those respondents who think performance appraisal process is tool used to victimize them, juniors have also surpassed them in terms of promotions. Blue line clearly indicates employees are satisfied with the appraisals process when they are getting their promotions at the right time.
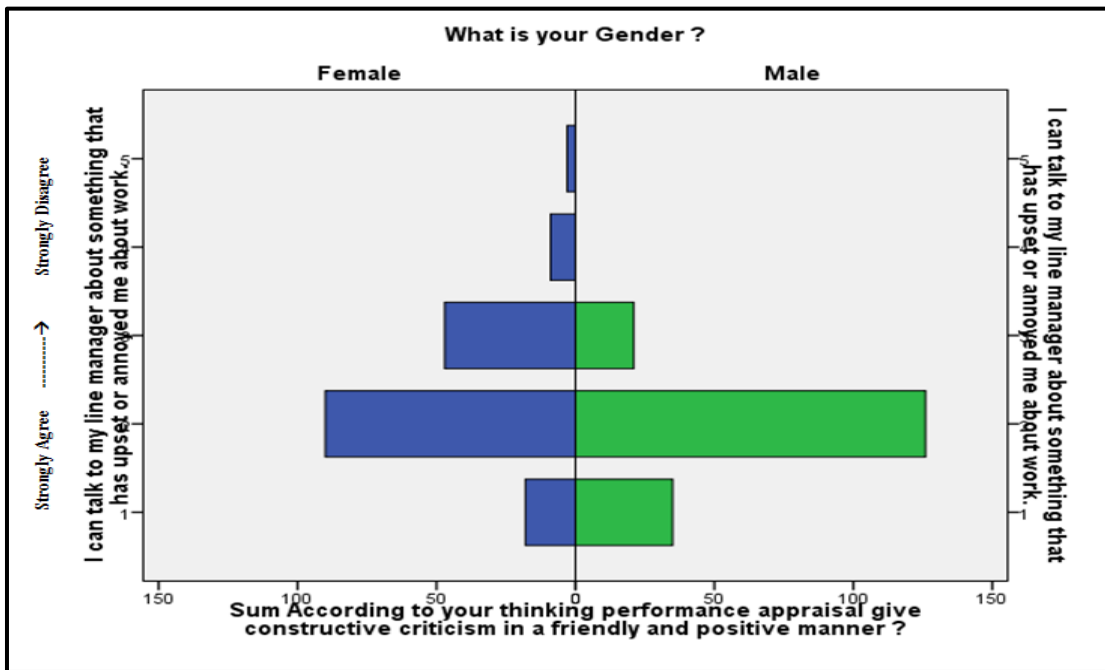
Figure 4-21: Performance appraisals vs. leadership in terms of gender

When it comes to performance appraisals the more employees are able to communicate their issues with their leadership the more they feel performance appraisals give constructive criticism in a friendly and positive manner.
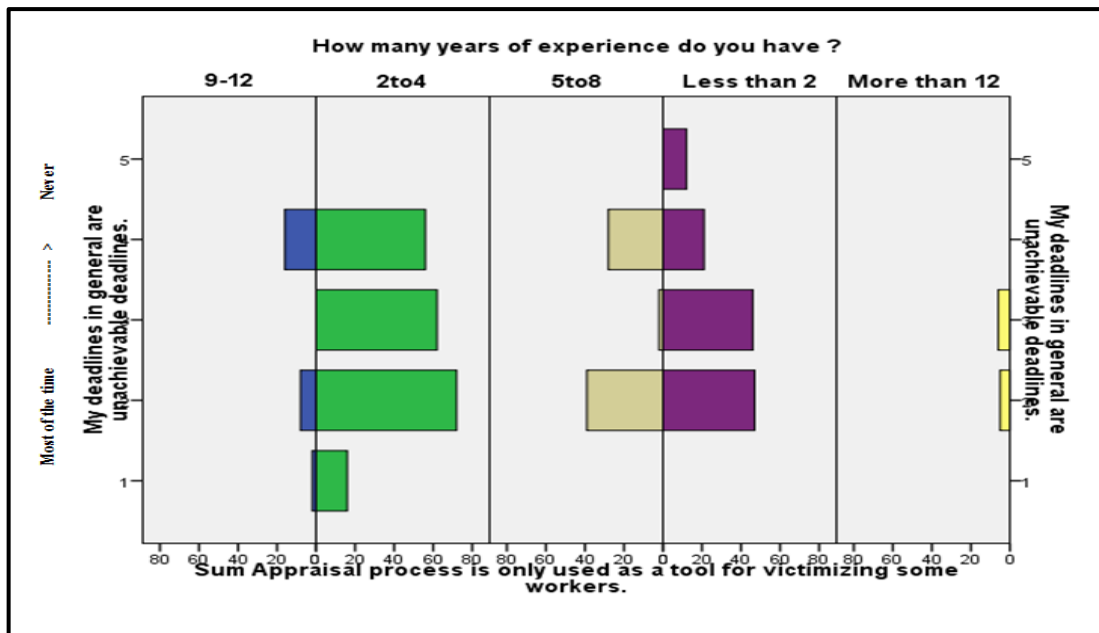
Figure 4-22: Performance appraisals vs. deadlines in terms of experience

Employees with experience 2 to 4 years have a tendency to think that appraisal process is only used to victimize workers (Figure 4-22). It is interesting to notice that their deadlines are fairly unachievable. But when the experience is gained they think that appraisal process is not used to victimize workers but their deadlines are also achievable. This could mean deadlines also play a major part when it comes to performance appraisals and employees perception about politics.

4.8 Analysis of job satisfaction factor
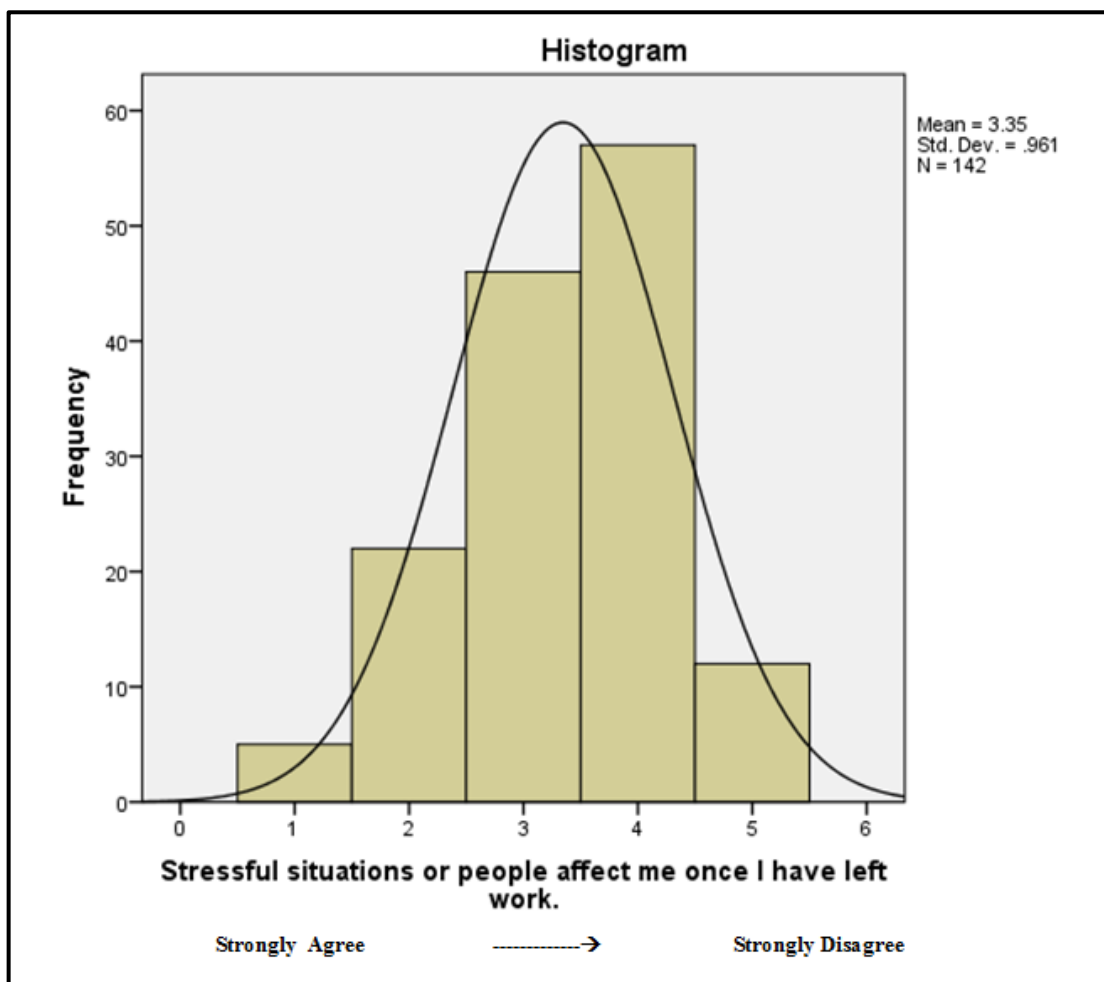
Figure 4-23: Stress among IT employees

Nearly 20 % of the respondents are in stress even when they have left work. Around 48.6 % are not affected by stressful situation or people when they left work. Stress is a well know factor for job satisfaction (Terry et al., L.1993). Political influence could increase the stress factor of employees.
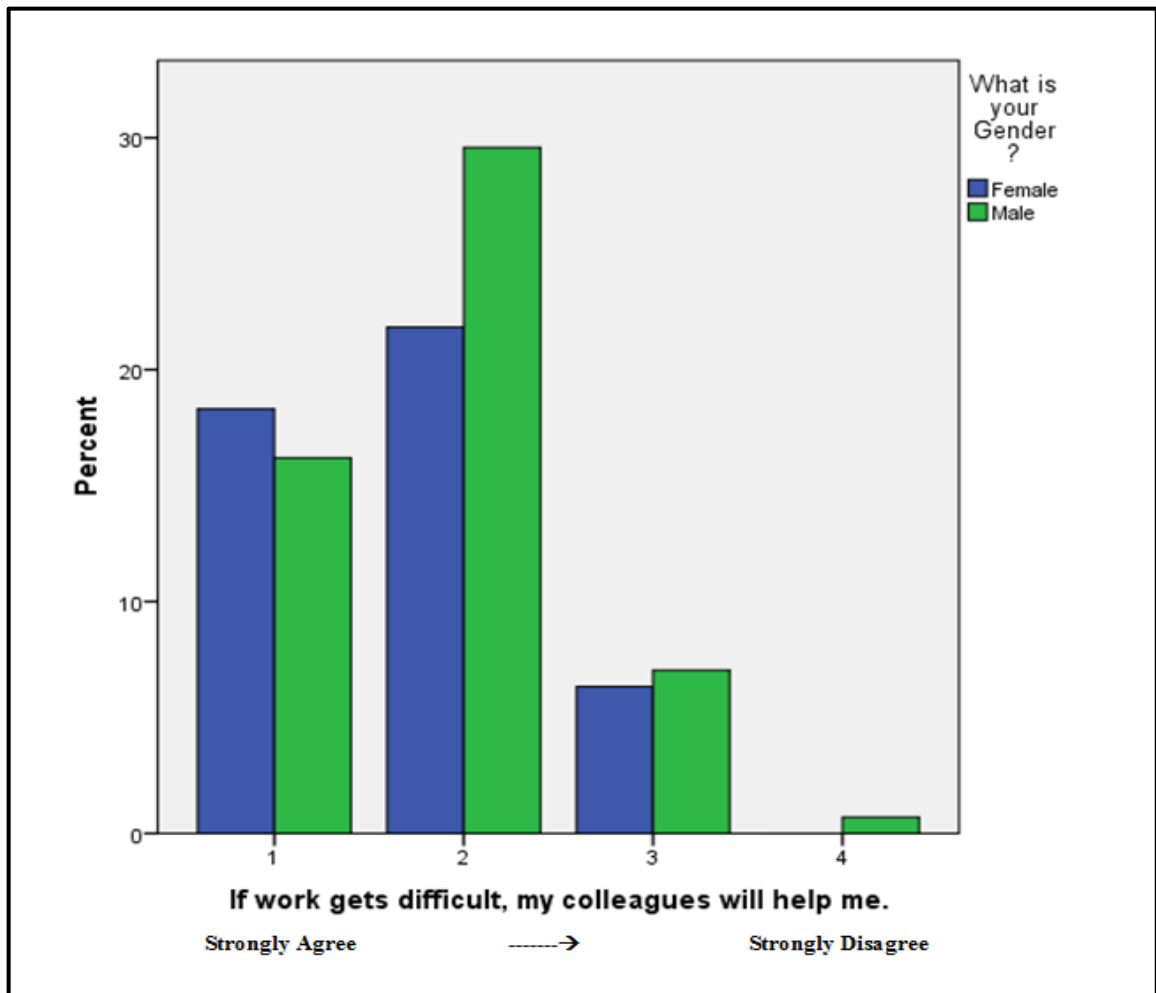
Figure 4-24: Working environment help in terms of gender

Satisfied employees always tend to help their colleagues according to Williams, L. J., and Anderson, S. E. (1991). It is shown here that help is available but, there is little male percentage where help is not available at all when it is needed. The graph in figure 4-24 indicates females always get help when it is needed. Not a single female has disagreed with the given statement.

4.9 Inferential analysis

The below analysis explain the correlation between each independent variable and dependent variable. Focus of the analysis is to prove the hypothesis defined in section 3.8.1 in order to find solutions for the research problem.

One point to note out, finding correlation among relative factors like OP, Leadership, Performance appraisals and job satisfaction is not straight forward like finding correlation of gender and heights which are obviously can be measured.

4.9.1 Correlation between Leadership and Politics

Correlations		Politics	Bad leadership
Politics	Pearson Correlation	1	.786**
	Sig. (2-tailed)		.001
	N	142	142
Bad leadership	Pearson Correlation	.786**	1
	Sig. (2-tailed)	.001	
	N	142	142

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 4-25: Correlation - Leadership vs. Politics

Two important qualities of leaders are for them to be transparent and to be good communicators (Barrett, D. 2006). These qualities imply that when the leadership gives enough information, their subordinates tend to think that the performance appraisals process criticism is given in a positive manner. This effectively means that leadership and organizational politics are positively correlating with each other. The sigma (2-tailed) value is less than 0.05, which means a decrease or increase in leadership will strongly affect the organizational politics. Figure 4-25 shows a positive correlation value of 0.786 therefore a conclusion could be made that level of organizational politics and bad leadership positively correlates and hypothesis 1 is proven.

4.9.2 Correlation between Performance appraisals and Politics

Correlations		Politics	Issues in performance appraisals
Politics	Pearson Correlation	1	.726**
	Sig. (2-tailed)		.001
	N	142	142
Issues in performance appraisals	Pearson Correlation	.726**	1
	Sig. (2-tailed)	.001	
	N	142	142

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 4-26: Correlation - Performance appraisals vs. Politics

According to the results shown in figure 4-26 correlation between issues in performance appraisals and politics is 0.726, which means issues performance appraisals and level of politics positively correlate with each other.

4.9.3 Correlation between Job satisfaction and Politics

Correlations		Job Satisfaction	Politics
Job Satisfaction	Pearson Correlation	1	-.310
	Sig. (2-tailed)		.194
	N	142	142
Politics	Pearson Correlation	-.310	1
	Sig. (2-tailed)	.194	
	N	142	142

Figure 4-27: Correlation – Job satisfaction vs. Politics

According to the results shown in figure 4-27 correlation between job satisfaction and level of politics is -0.310, which means job satisfaction and politics slightly negatively correlate with each other. There are several thresholds to measure the break points of the correlation boundaries and several interpretations as well which were also researched (Lee Rodgers et al., 1988). Therefore taking threshold as 0.3 a conclusion was made such that job satisfaction and politics slightly negatively correlate with each other and it was disused in chapter 5 in detail.

4.10 ANOVA

4.10.1 Leadership and Performance appraisals towards politics

Levene's Test of Equality of Error Variances [a]

Dependent Variable: Politics

F	df1	df2	Sig.
3.134	16	125	.0001698

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + PerformanceAppraisals + Leadership + PerformanceAppraisals * Leadership

Figure 4-28: Levene's, Leadership and Performance appraisals

Levene's test (figure 4-28) interprets a sigma value less than 0.001698 which means ANOVA can be performed against leadership and performance appraisals. The alternative hypothesis is **there is an interaction between leadership and performance appraisals towards organizational politics**.

Tests of Between-Subjects Effects						
Dependent Variable: Politics						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	72.350[a]	16	4.522	3.775	.000	.326
Intercept	308.770	1	308.770	257.753	.000	.673
PerformanceAppraisals	14.022	4	3.505	2.926	.024	.086
Leadership	22.500	4	5.625	4.696	.001	.131
PerformanceAppraisals * Leadership	26.917	8	3.365	2.809	.007	.152
Error	149.742	125	1.198			
Total	1223.000	142				
Corrected Total	222.092	141				
a. R Squared = .326 (Adjusted R Squared = .239)						

Figure 4-29: ANOVA, Leadership and Performance appraisals

Anova test figure 4-29 interprets a sigma value (0.007) less than 0.05 which means null hypothesis can be rejected and accepts the alternate hypothesis. Alternate hypothesis was, there is an interaction between leadership and performance appraisals towards organizational politics

4.10.2 Performance appraisals and job satisfaction towards politics

Levene's Test of Equality of Error Variances[a]			
Dependent Variable: Politics			
F	df1	df2	Sig.
3.916	16	125	.000006

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + PerformanceAppraisals + JobSatisfaction + PerformanceAppraisals * JobSatisfaction

Figure 4-30: Levene's, Performance appraisals & job satisfaction towards politics

Levene's test interprets a sigma value (0.000006) less than 0.001 which means ANOVA can be performed against performance appraisals and job satisfaction. The alternative hypothesis was that there is an interaction between performance appraisals and job satisfaction towards organizational politics.

Tests of Between-Subjects Effects

Dependent Variable: Politics

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	63.858[a]	16	3.991	3.153	.000	.288
Intercept	343.073	1	343.073	271.018	.000	.684
PerformanceAppraisals	14.202	4	3.551	2.805	.029	.082
JobSatisfaction	9.311	4	2.328	1.839	.126	.056
PerformanceAppraisals * JobSatisfaction	24.735	8	3.092	2.443	.017	.135
Error	158.233	125	1.266			
Total	1223.000	142				
Corrected Total	222.092	141				

a. R Squared = .288 (Adjusted R Squared = .196)

Figure 4-31: Performance appraisals and job satisfaction towards politics

Anova test figure 4-31 interprets a sigma value (0.017) less than 0.05 which means we can reject the null hypothesis and accept the alternate hypothesis. Which was there is an interaction between performance appraisals and job satisfaction towards organizational politics.

4.10.3 Leadership and job satisfaction towards politics

Levene's Test of Equality of Error Variances[a]

Dependent Variable: Politics

F	df1	df2	Sig.
2.386	10	131	.012

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + Leadership + JobSatisfaction + Leadership * JobSatisfaction

Figure 4-32: Levene's, Leadership and job satisfaction towards politics

Levene's test interprets a sigma value (0.12) less than 0.05 which means ANOVA can be performed against leadership and job satisfaction. The alternative hypothesis was that there is an interaction between leadership and job satisfaction towards organizational politics.

Anova test figure 4-33 interprets a sigma value (0.442) greater than 0.05 which means null hypothesis cannot be rejected. This carried the conclusion that there is no interaction between leadership and job satisfaction towards organizational politics

Tests of Between-Subjects Effects

Dependent Variable: Politics

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	29.434[a]	10	2.943	2.001	.038	.133
Intercept	160.520	1	160.520	109.148	.000	.455
Leadership	18.370	4	4.593	3.123	.017	.087
JobSatisfaction	2.799	3	.933	.634	.594	.014
Leadership * JobSatisfaction	3.981	3	1.327	.902	.442	.020
Error	192.658	131	1.471			
Total	1223.000	142				
Corrected Total	222.092	141				

a. R Squared = .133 (Adjusted R Squared = .066)

Figure 4-33: Anova, Leadership and job satisfaction towards politics

4.11 Perception of politics

Figure 4-34: Perception about power 1

More than 50 % of the employees who were disagreeing of the quote "Power for its own sake is one of life's most precious commodities" also disagreed on the questions "Stressful situations or people affect me once I have left work". This implied employees who do not believe in "power is controlling everything" are not stressed about the things that caused them trouble at work when they go home.

Figure 4-35: Perception about power 2

Taking a situation where an employee needs to attend to a company trip when he/she has some enjoyable things to do that day. Employees who do not consider power as a compelling factor in life would skip the trip and do what he / she likes to do. This implies that they do not fear they will get politically harassed even when they skip the trip. Which ultimately brings a conclusion perception about politics/power could change the way each employee reacts to situations in working environment.

4.12 Summary

4.12.1 Findings from hypothesis

Table 4-1: Findings - Hypothesis

Hypothesis	Conclusion
1. Bad leadership and level of OP are positively correlated in IT companies in Sri Lanka.	Proven as there is a strong positive correlation. +0.786
2. Issues in performance appraisals and level of OP are positively correlated in IT companies in Sri Lanka.	Proven as there is a strong positive correlation. +0.726
3. Job Satisfaction and level OP are negatively correlated in IT companies in Sri Lanka.	Proven as there is a moderate negative correlation. -0.310

4.12.2 Finding from additional hypothesis

Table 4-2: Findings - Additional hypothesis

Additional hypothesis	Conclusion
1. There is an interaction between leadership and performance appraisals towards organizational politics.	Proven
2. There is an interaction between performance appraisals and job satisfaction towards organizational politics.	Proven
3. There is an interaction between leadership and job satisfaction towards organizational politics.	There is neutral interaction between leadership and job satisfaction towards organizational politics.

4.12.3 Secondary findings

1. Females face more political issues due to their lack of communication ability with leadership.

2. Every employee faces political heat due to work overload, during early stages of their employment.

3. Transparency and the ability to communicate of leaders are very important to reduce political impact.

4. Females tend to get more help than males in terms of office related work from colleagues.

5. Nearly half of the sample thinks that there are not enough steps taken to reduce inappropriate political harassments.

6. Leadership and performance appraisals together have a relationship with office politics (This finding obtained through ANOVA).

7. Perception about politics/power could change the way each employee reacts to situations in working environment.

8. Being emotional intelligence can reduce lot of internal conflicts and stress within workplace.

CHAPTER 5- DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter summarizes the major findings of the research and discuss on the areas which can be used for further researches. This study was conducted using data collected based on a questionnaire as the research instrument, which was based on a theoretical framework constructed in Chapter 3. In Chapter 4 collected data was critically analyzed using descriptive and inferential statistical analysis methods. The objective of the research is to find out the factors that affect organizational politics within IT companies in Sri Lanka. Three hypotheses that were developed in Chapter 3 to find answers for research questions were proved using analytical results from Chapter 4.

This chapter discusses about the results obtained and recommended actions to be taken at the management level in-order to minimize unnecessary influences of politics within an organization. In addition, actions that can be taken by employees also are highlighted. Furthermore, this chapter discusses the significant research areas which can be addressed by researchers in future studies.

5.2 Discussion of Research Findings

It is necessary for organizational political harassments to be minimized as according to Quine and Lyn (1999), employees who had been bullied (politically harassed) had lower levels of job contentment and higher levels of job related stress, depression, anxiety and purpose to leave the company. This research was conducted to find factors that affect organizational politics and identify solutions to minimize the effect of political harassments. According to the data analysis conducted and shown in figure 4-12, 51.4% of the respondents have been subjected to harassment within their organization. As shown in Figure 4-11, 41.6% are not sure bullying would be stopped even if it was reported. Answers given for the open ended question summarized in Figure 4-13 reflects how bad politics can affect an employee's mindset and how rapidly it can aid employees to take a decision on their current job.

Since there were not enough researches available about IT sector's OP, the conducted research was built around a common sample set known as respondents from all IT organizations. It is important to note that the sample was not categorized as large scale IT

organizations, medium scale IT organizations or small scale IT organizations. The research questionnaire was not built with direct questions asking if politics do operate inside an organization or not. It was structured to get the hidden ideas of employees which have been controlled by the fear of been exposed. From the analytical results available in section 4.5, it was proven that organizational politics do operate in Sri Lankan IT sector and it needs to be controlled with caution.

Leadership and Performance appraisals were taken in to consideration to identify the relationship between politics, which were the subject matter for hypothesis 1 and 2. It was proven with positive correlation values of 0.786 and 0.726. To identify the relationship of politics towards leadership below leadership qualities were taken into consideration.

- Listening ability
- Communication ability
- Transparency
- Unbiased
- Workload distribution
- Emotional intelligence

Figure 4-14 indicated that approximately 48% of the respondents were not satisfied or have neutral contentment about the information they receive from their leadership. Norman, et al. (2010) have proven that the leader's level of transparency impacts the followers trust and their estimate of the leader's effectiveness. This means if leaders are transparent enough to supply the information which their employees seek, it will ultimately aid to reduce the dissatisfaction of employees mind about the level of information they receive from their leadership. Workload management is essential for a leader and looking at current IT employees, there is a common norm saying "IT employees work till late night". A question was added to the questionnaire to check if the norm is correct or a myth. However, interestingly only 16.2 % respondents have had increase in the work load without prior notice which were within quick time gaps. Furthermore, 24.6% of the respondents have never encountered such an unnoticed increase in their workload. Figure 4-15 indicate that leaders in IT sector in Sri Lanka are good at workload management. It could help on reducing the impact of political behaviors which could arise in terms of unbalanced work-life of employees. Having a leader who can listen is very important and figure 20 shows nearly 80% of the respondents have leaders who can listen. The importance of having a

listening leadership is that it can be used to identify the issues faced by employees and apply solutions to them. Conducted research identified that when it comes to communicating issues to the leadership, male respondents have any how communicated their issues to the leadership while there are around 5% of female respondents who have never communicated their issues to the leadership. Females do tend to have sexual harassments more than males (Vartia-Väänänen, 2003). In Sri Lankan culture, females are more reluctant to talk about sexual harassments mainly if their direct reporting manager is a male; these factors could well be reason for those 5% female respondents who have never communicated their issue to the leadership.

It was identified from the data analysis shown in figures 4-20, 4-21 and 4-22 that workload and the ability to communicate issues to the leadership have an impact to political influences within IT companies in Sri Lanka. Especially, employees with experience levels of 0-4 years generally think of performance appraisals as a tool used to victimize them. In every company the driving forces are from the 0-4 experience level employees, because they carry a major portion of the workload as a group. One could argue that it all ends with managers when it comes to decision making. But in-order to convert a decision in to action and results, employees need to work. It was identified that the more employees are burdened with workload the more they complain about performance appraisals as a tool to victimize them. When the experience level increases the thinking pattern changes by stating performance appraisals process is a tool which gives positive feedback to the employees. It is clear that workload plus experience are factors which govern the perception of politics and performance appraisals. As IT company managers, they cannot wait till employees gain experience hoping the level of political influences will reduce and therefore it has to be controlled even from the lower level experienced employees.

It was revealed that stress and tension in the workplace have a negative influence not only on individuals but also on organizations (Childs and Stoeber, 2012). According to the data analysis conducted, around 20 % of the employees are in stress even when they left work. Having stress while working and having stress after work can be two different types. Long term stress can really damage a person's career. As an example questions asked during the data collection was "Will you attend a company picnic in the weekend even when you have personal work?" many respondents who thought they were under political influence responded saying they would attend the company picnic even if they had some personal

plans. This is the place where perception about politics and power of each individual plays a vital part. No matter how bad the political situation is within an organization if an employee is strong enough to stand his/her ground then stress would not be an issue for them. It was clearly shown in figure 4-34 that more than 50 % of the employees who were disagreeing on believing power is everything also disagreed on the saying that stressful situations or people affect me once I have left work.

Though leadership and performance appraisals had positive relationship with politics, it was identified that the correlation between job satisfaction and politics is negative with a value of -0.310. This relationship was not strong as it was predicted at the point where hypothesis were identified. Main reason for this could be the fact that there are multiple factors which relates to job satisfaction such as:

- Working condition
- Salary
- Leadership
- Relationships
- Workload
- Respect from coworkers, etc.

Since the proposed research is on IT industry in Sri Lanka, job satisfaction levels could vary according to the company which employee is working for. Therefor it is identified that job satisfaction cannot be considered only in terms of political harassments.

Through the **ANOVA** study that was conducted, it was identified that the interaction between leadership and performance appraisals, performance appraisals and job satisfaction have a relationship towards the level of organizational politics in IT companies in Sri Lanka. This is a justifiable outcome by considering an example scenario such as when an employee comes to a conclusion saying "I am politically harassed" when he/she is not getting promoted over a long period of time. Main reason for this is the performance appraisals which were conducted by the leadership. If the leadership is good enough to identify why this certain individual is not getting promoted necessary steps can be taken to improve the productivity of the individual and streamline the performance appraisals process to align with it which would ultimately reduce the political influence. Therefor it is

clear that the two independent variables (Leadership and Performance appraisal) should have an interaction to make an impact on the dependent variable (Organizational politics).

5.3 Research Outcomes

Considering all the factors and outcomes collected from the research a diagram was developed to give a complete viewpoint.
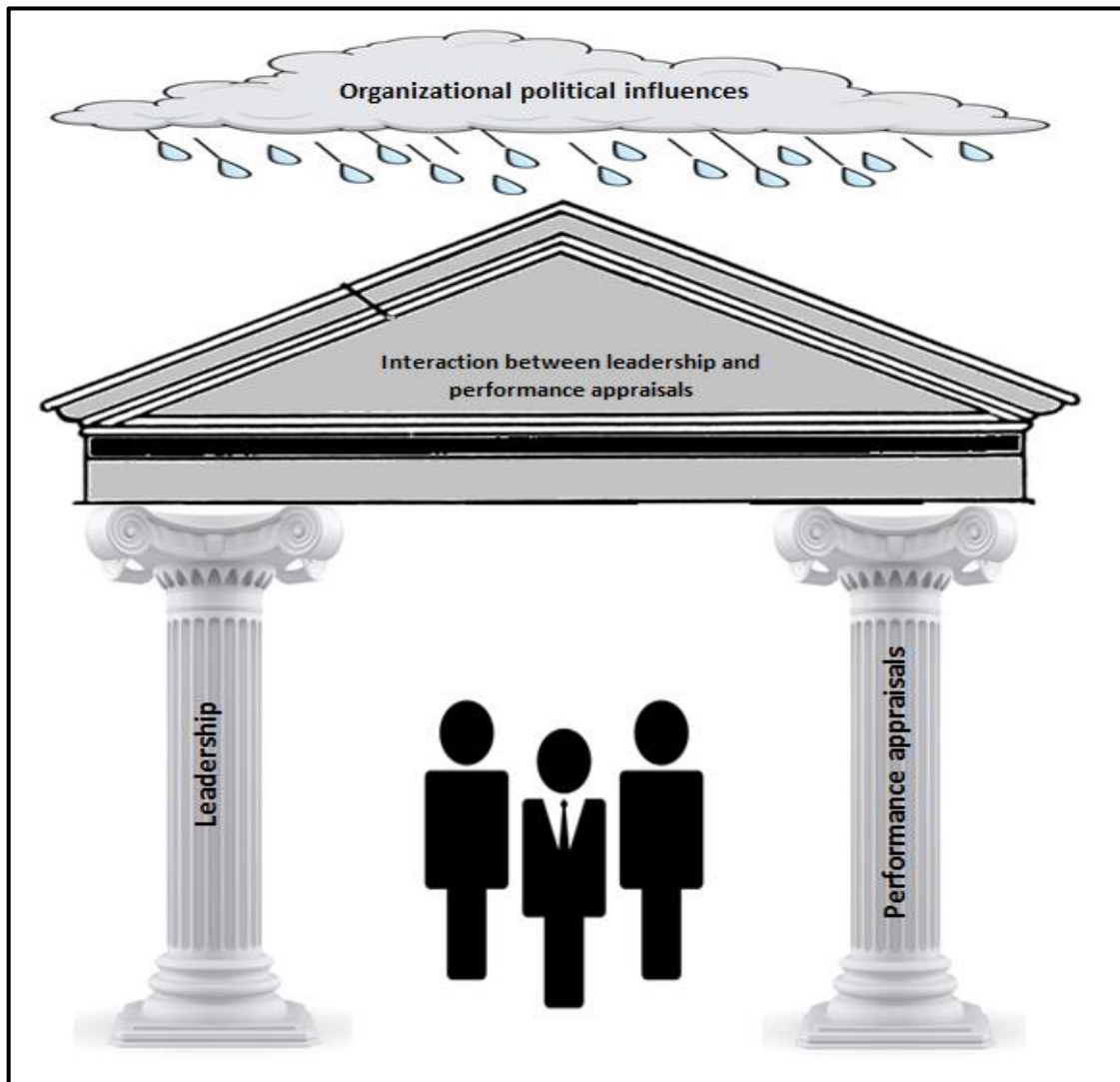
Figure 5-1: Overall view point

To protect employees against the **rain** of political influences two pillars of good leadership and fair performance appraisal process is a necessity. However, good leadership and fair performance appraisals alone will not help to protect employees from political influences as it would be similar to a house with two pillars but without a roof. Without a roof a house (organization) could not protect the residents (employees) from rain (political influences). In order to succeed as an organization to minimize the effect of political harassments that organization should have a roof built on top as the interaction of the two pillars of good

leadership and fair performance appraisals. When all these come together it will create a perfect condition within an organization to protect employees from political harassments.

Figure 5-2: Umbrella of perception

On the other hand, it was identified that a person's perception about power/politics is like an umbrella which protects him/herself from political influences. Either an employee can think that politics/power can control him/her or they can cover themselves from the rain of political harassments using the umbrella of perception, thinking that politics/power do not play a major role inside an organization. But only the individual's productivity and performance can influence the working environment. This was proven under section 4.10 of the research. But as an organization, political harassments cannot be ignored because perception can differ when it comes to each individual (Indartono et al., 2011).

It was noticeable that many employees do believe in politics rather than rejecting politics with the idea that it is better to adapt to it and be successful. This conclusion was reached considering comments noted in figure 4-13,

- "It is something unavoidable."
- "Politics is good."
- "Unavoidable so everyone needs to adapt."
- "In my organization politics is part and parcel of the charm. But if you are obedient and perform they do reward a lot."

All of the above comments imply that politics is a tool and if it is used correctly one could gain benefits out of it. Most of the unions take full advantage of it in government organizations, but in IT industry most of the organizations have banned unions. It can be justified in terms of the organization's point of view because sometimes Unions can go out of control. But certainly, a process or a mechanism to educate employees on how to adapt to organizational politics is a necessity.

5.4 Recommendations

Below recommendations were identified after analyzing the research findings.

- A proper mechanism needs to be implemented to have a well-structured reporting mechanism (selecting leaders) for females in order to eliminate any communication gaps identified during the research. (Finding 1 of section 4.12.1 and finding 1 of the section 4.12.3).

- Leaders should reduce and manage workload among the employees who has experience levels of 0-4 years. Because those employees tend to face political influences due to high work load. (Finding 2 of the section 4.12.3).

- Subsequently transparency and communication ability was highlighted as the qualities of leaders which affect the political influences of employees. A detailed out training, development sessions and workshops on above mentioned qualities needs to be conducted for the leaders of IT organizations in Sri Lanka. (Finding 3 of the section 4.12.3).

- Performance appraisal process needs to be more transparent and should involve more employee participation towards the feedback sessions with leadership. (Findings 2 of the section 4.12.1 and finding 6 of section 4.12.3).

- Not only leaders giving feedback to employees, but there should also be another process for employees to give feedback about their leaders. (Finding 5 of the section 4.12.3).

- To stop employees getting labeled as unproductive employees, a process needs to be implemented to rotate reporting managers of those employees and check and see if a leadership change can influence those employees to be more productive (Findings 1, of the section 4.12.1 and findings 1 and 2 of section 4.12.2).

- It was identified that having emotional intelligence can reduce a significant amount of internal conflicts and stress within workplace. Implementing workshops for employees as well as managers on how to be emotionally intelligent can be recommended. (Findings 7 and 8 of the section 4.12.3)

5.5 Research Limitations

Factor affecting organizational politics is a study area with a vast scope and out of it only few factors were described during the discussed research. This research did not cover all the IT companies in Sri Lanka but only a selected set was taken into account when it comes to data collection due to time considerations.

The below listed points are the identified limitations of this research.

- It was not possible to find a predefined scale to measure organizational politics and therefore the information collected during literature review has been used to explain organizational politics measures.
- Organizational politics is a very sensitive topic; it was really difficult to get honest answers from employees because they know it is related to their employment.
- When collecting data there were lot of interruptions from companies to conduct this as an internal research, so most of the time data was collected through personal emails and meet ups.
- All the data was presented as common analysis and company wise information was not exposed due to legal considerations.
- Perception about politics can differ among employees according to the organization they work because of factors such as culture, mindset, salaries etc.
- A large scale IT organization was also taken into consideration when it comes to collecting data; steps were taken in order to reduce the biasness of that organization to the collected data set.

5.6 Future Research

It was identified that more studies about political factors within IT industry were conducted the more it seems to exceed the boundaries of this research area. Below are some interesting facts which gave hints during the research conducted. It would be worthwhile to extract them and do future research.

- Conducting a research against gender and the level of politics in different tracks (QA, BA and Dev.).
- Conducting a research against experience levels of employees and level of politics.
- A research can be conducted to identify why females tend to get more aid during work related tasks than males.
- Different research can be put into place to check if there is a relationship between gender neutral leader and employee reporting structure.
- It would be very challenging but worthwhile to conduct a research on a way to implement a scale to identify the level of politics of an organization.
- A research on employee perception about politics and its impact to their promotions would be an interesting area.
- A case study approach to implement a research on an organization to see if stress leads to employee turnover is suggestible.

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APPENDIX - A: Questionnaire

Below is the questionnaire which was distributed to collect data for the research.

Questionnaire on factors affecting organizational politics

Politics has been around for ages, it has overtaken many key concepts of our day today life. And politics is not an unfamiliar word for an organization, it can be informal and unofficial but still it exists inside our own work places. Organizational politics is a search of self-interest of individuals in the organization (Gotsis & Kortezi 2011) on the other hand one could argue skillful and appropriate use of organizational politics is necessary to retain power and to accomplish goals. As a coin use of organization politics has two sides, and how it affects the driving force of the organization "the employees" could differ depending on personal viewpoint, culture and various other factors. Because of that I think it is necessary to analyze how politics with in the organization influence its employees behavior and to find a way to measure the level of organizational politics.

start   press ENTER

1 → ## What is your age group ?*

| A | Less than 25 | B | 25-30 | C | 30-35 |

| D | 35-40 | E | More than 40 |

2 → ## What is your Gender ?*

| A | Male | B | Female |

3 → ## What is the name of the company that you work ? (this is an optional question)

To add a paragraph, press **SHIFT + ENTER**

4 → What is your designation ?*

| A Engineer or similar | B Consultant or similar |
| C Manager or similar | D Director or similar |

5 → How many years of experience do you have ?*

| A Less than 2 | B 2-4 | C 5-8 |
| D 9-12 | E More than 12 | |

6 → Total number of employees work in your company ?*

| A Less than 20 | B 20-50 | C 50-100 |
| D 100-300 | E More than 300 | |

7 → How satisfied are you with the information you receive from management on what is going on in your division?*

A Highly satisfied	B Satisfied
C Neutral	D Dissatified
E Highly dissatisfied	

8 → I feel encouraged to help co workers when they need help.*

A Strongly agree	B Agree
C Neutral	D Disagree
E Strongly disagree	

9 → I am subject to personal harassment in the form of unkind words or behavior. *

A Strongly agree	B Agree
C Neutral	D Disagree
E Strongly disagree	

10 → If work gets difficult, my colleagues will help me. *

A Strongly agree	B Agree
C Neutral	D Disagree
E Strongly disagree	

11 → I can talk to my line manager about something that has upset or annoyed me about work. *

A Strongly agree	B Agree
C Neutral	D Disagree
E Strongly disagree	

12 → I am given supportive feedback on the work I do. *

A Strongly agree	B Agree
C Neutral	D Disagree
E Strongly disagree	

13 → According to your thinking performance appraisal give constructive criticism in a friendly and positive manner ?*

A Strongly agree		B Agree	
C Neutral		D Disagree	
E Strongly disagree			

14 → In your organization decisions are often taken outside formal meetings or behind closed doors ?*

A Strongly agree		B Agree	
C Neutral		D Disagree	
E Strongly disagree			

15 → Stressful situations or people affect me once I have left work.*

A Strongly agree		B Agree	
C Neutral		D Disagree	
E Strongly disagree			

16 → For me working with difficult people is simply a challenge to win them over.*

A Strongly agree		B Agree	
C Neutral		D Disagree	
E Strongly disagree			

17 → My job makes good use of my skills and abilities.*

A Strongly agree		B Agree	
C Neutral		D Disagree	
E Strongly disagree			

18 → I have a say in my own work speed.*

- A Strongly agree
- B Agree
- C Neutral
- D Disagree
- E Strongly disagree

19 → Appraisal process is only used as a tool for victimizing some workers.*

- A Strongly agree
- B Agree
- C Neutral
- D Disagree
- E Strongly disagree

20 → If I reported bullying in my workplace, I am confident that it would be stopped.*

- A Strongly agree
- B Agree
- C Neutral
- D Disagree
- E Strongly disagree

21 → If I were aware of bullying in side my workplace I would feel able to challenge it.*

- A Strongly agree
- B Agree
- C Neutral
- D Disagree
- E Strongly disagree

22 → My deadlines in general are unachievable deadlines.*

- A Strongly agree
- B Agree
- C Neutral
- D Disagree
- E Strongly disagree

23 → I can let anger 'go' quickly so that it no longer affects me.*

- A Strongly agree
- B Agree
- C Neutral
- D Disagree
- E Strongly disagree

24 → Resource allocations between departments in my organization are a source of argument and conflict.*

- A Strongly agree
- B Agree
- C Neutral
- D Disagree
- E Strongly disagree

25 → Being open and honest all the time about the work that I do can seriously damage my career ?*

- A Strongly agree
- B Agree
- C Neutral
- D Disagree
- E Strongly disagree

26 → Having a high school named after myself would be an incredible thrill*

- A Strongly agree
- B Agree
- C Neutral
- D Disagree
- E Strongly disagree

27 → Power for its own sake is one of life's most precious commodities.*

- A Strongly agree
- B Agree
- C Neutral
- D Disagree
- E Strongly disagree

28 → If I wanted something done by a co-worker, I would be willing to say "If you don't get this done, our boss might be very unhappy." ?*

A Strongly agree

B Agree

C Neutral

D Disagree

E Strongly disagree

29 → I would be sure to attend a company picnic even if I had the chance to do something I enjoyed more that day ?*

A Strongly agree

B Agree

C Neutral

D Disagree

E Strongly disagree

30 → I do not believe that feedback reflects my performance.*

A Strongly agree

B Agree

C Neutral

D Disagree

E Strongly disagree

31 → My juniors have superseded me on the basis of promotions.*

A Most of the time

B In some occations

C Few times

D Very rarely

E Never

32 → How often is there an unnoticed increase in the work load?*

A Most of the time

B In some occations

C Few times

D Very rarely

E Never

33 → If a friend of yours told you he/she was interested in working in a job like yours, what would you tell him/her?*

A My job is great! You should get one like this

B My job is good and it might suit you

C You may want to think more on this

D My job is not that great

E My job is a disaster! You should avoid it like the plague.

34 → How often does your job expose you to verbal abuse and/or confrontations with clients or the general public?*

A Most of the time   B In some occasions

C Few times   D Very rarely

E Never

35 → Any other comments regarding organizational politics?

To add a paragraph, press SHIFT + ENTER

Ok ✓   press ENTER

APPENDIX - B: Companies registered under SLASCOM by December, 2015 under the category of IT/Software Products.

1 3PRG

2 ABS Information Systems (Pvt) Ltd

3 AKLO Information Technologies (Pvt) Ltd.

4 Auxenta (Pvt) Ltd

5 AXIENTA

6 AXIENTA (PVT) LTD.

7 B Sharp Lanka Pvt. Ltd.

8 Bhasha Lanka (Pvt) Ltd

9 Calcey Technologies (Pvt) Ltd

10 Cenmetrix (Pvt) Ltd

11 Ceynox Networks (Private) Limited.

12 CN Global Lanka Pvt Ltd

13 Creative Search Technologies (Pvt) Ltd

14 Creo 360 (Pvt) Ltd.

15 Dcare

16 EagleEye

17 Effective Solutions Pvt Ltd

18 EMC (Benelux) B.V.

19 Encyte

20 Enterprise Systems (Pvt) Ltd

21 Finetech Consultancy (Pvt) Ltd.

22 GUI Solutions Lanka Pvt Ltd

23 H One Pvt Ltd

24 IFS Research & Development Pvt Ltd

25 INEXIS Consulting

26 Insharp Technologies (Pvt)Ltd

27 Intel Software (Pvt) Ltd

28 ISM APAC (Pvt) Ltd

29 JKCS - John Keells Computer Services

30 Kerner Solutions

31 Kingslake

32 Leapset

33 Micronet Global Services (Pvt) Ltd

34 MillenniumIT

35 Motorola Solutions Lanka (Pvt) Ltd

36 Navantis IT (Pvt) Ltd.

37 Negete (Private) Limited

38 Nibaya (Pvt) Ltd

39 Organic Hug

40 Orion Development (Pvt) Ltd

41 PSL Development (Pvt) Ltd

42 Ridgecrest Group (Pvt) Ltd

43 SachithraTest

44 SAKS 45 Sampath Bank Plc

46 Secquoro 360 (Pvt) Ltd

47 Seneru Information Technologies (Pvt) Ltd

48 Silverleap Technology Private Limited

49 SimCentric Technologies (Pvt) Ltd.

50 SoftBeetles

 51 Softcodeit Solutions (Pvt) Ltd

52 Softserve (Pvt) Ltd

53 Square Mobile

54 Sri Lanka Telecom (Services) Ltd

55 TeKnowledge Shared Services Pvt. Ltd

56 Wavenet International (Pvt) Ltd

57 WSO2 Lanka (Pvt) Ltd

58 Xiteb (Pvt) Ltd

59 Zaizi Asia (Pvt) Limited

60 Zen Capital (Pvt) Ltd

61 Zone24x7 (Private) Limited