

Perception of Organizational Politics and its Influence On Employee Relations

Syed Qasim Shah

Faculty of Administration and Economic Studies in Uherské Hradiště Jagiellonian College in
Toruń, Qasim_shah@live.com

Abstract

Organizational politics is an individual's perception of political behavior in workplace i.e. overpowering, favoritism, competing employees, and policies' manipulation for the raise of their individual benefit without any consideration for the prosperity of other employees or organization. The aim of this study is to explore the perception of organizational politics and its influence on employee relations in Pakistani corporate organizations. The study employed an inductive qualitative research design. Various human resource and industrial relations professional were interviewed with semi structured questionnaire. The research participant believes that one of the substantial medium of organizational abnormality is procedural injustice. The study explored that the overall perception of organizational politics is detrimental for employee relations because it creates hurdles for management rather than providing relief to the employees. The union leaders are trying to create gaps between Management and the workers. This detrimental influence leads to road block for an organization. This research also provide recommendation for future studies, researcher can study antecedents and compares of favorable and unfavorable politics across different management areas, Multilevel impact of political attitude at employees and workplace, the act of politics on high level decision making, Non-linear impacts of Organizational politics on individual employees, groups, and organizational outputs.

Keywords: Organizational politics; Employee Relations; Qualitative Exploratory Research

1. Introduction

Organizational or workplace politics is an individual's understanding of political actions for example; overpowering, favoritism, or competing employees and the manipulation of procedures and policies of company for the raise of their individual benefit without any consideration for the wellbeing and prosperity of others employee working or their organization or workplace. These tasks involve conducts such as concealing new information from other employees, enforcing not to execute procedure and policies, implementation of strategies, and rules properly. It might be using friendly dialogue to achieve undue favors, deviating mistake, and blame others.

The relevant literature review illustrates that the influence of politics within an organization on industrial relations has not been considered thoroughly. To fill this literature gap, this study consequently tries to explore the effect of organizational politics on harmonious

employee relations, interviewing human resource and industrial relation professional in Karachi, the Financial Hub of Pakistan.

In order to explore the central research questions the respondent will be requested to answer following questions: What kind of politics have you observed in your organization that you have served your services for? How do you link politics in your organization with Industrial relation and human Resource profession? What is the effect of organizational politics on HR and IR profession? What do you think politics in organizations is supportive or un-supportive? And why do you think it is supportive or unsupportive?

The purpose of this qualitative exploratory research is to explore the experiences of Industrial Relations (IR) and Human Resource (HR) Professional about organizational politics. Interviews will be recorded from human resource and industrial relations professional of corporate sector to understand how HR and IR leaders seen the construct of politics in their setting. Studying more about what HR and IR leaders think about significance of politics in organization and their output may help the employees of the corporate sector.

Organizational politics is fundamentally discussed to firm behavior of the individuals in the organization which comprises informal and deliberate engagements in order to effect the choices of the high-ranking and middle ranking succeeds to keep or improve their professional jobs. Politics in the organization not only disturbs any individual it also intensely influences the complete business of the organization. Industrial relation is an interdisciplinary field which tries to address employment relationship. It is growingly being called employee relation or employment relation. Recently, researcher define HRM as synonyms with employee relation. According to Bruce E. Kaufman, Industrial relations consist on the following main subjects of field i.e. trade unionism, labor management relation, labor laws, collective bargaining, national labor policy. This study is grounded to explore link between organizational politics and human resource management and, industrial relations.

1.1 Keyword Explanation

The study offered definitions of keywords used throughout this study. Few of the keywords or terms could have familiar connotations. The explanations here present an operational meaning or definitions of the terms.

Organizational Politics: Organizational Politics is a process which is behind the scene to showcase and achieve perceived power. It direct to the influencing approached and activities which are attempted to retain individual control in the organization. In general perception organizational meme use politics as a instrument to achieve high popularity, power misuse, criticize the image of other member in the organization.

Employee Relations: The term of employee relations has drawn attention academic definitions since its beginning in the 20th century as substitute to the industrial relations. Employee relations are involved with creating an enabling work atmosphere for a harmonious and mutual connection in the workplace which prepares towards the productive promotion of the company's objectives and goals. Researcher claims that effective employee relations management in a workplace embellish trust, loyalty and confidence amongst workers and employees. Effective employee relations concentrates also on organizing an open doors system in the company where workers can without restriction initiate ideas, utter their grievances, and suggestions without fear of suppression and scarce tactics.

Harmonious Industrial Relation: The intercommunication between employers and employees that establish a fully supportive and integrated workplace, where employers and employees have shared values and win-win situation. How to establish harmonious

employment relations between employees and employer, for that a large number of institutions and bodies are working. Few of them are Tripartite Machinery in which employees, employers and Government mutually establish tripartite machinery for accomplish industrial harmony. To discuss the legislation regarding labour, different Industrial Committees have been formed, with International Labor Organization (ILO) suggestions, for important industries to discuss concerned industry issues and problems.

Exploratory Research Design: Exploratory Research is a methodology style that interrogate research question that has not earlier been inquired in depth. In Nature, this type of research methodology is usually qualitative. However, In case of quantitative research the sample conducted should be large. In other words, exploratory research design mostly used to have a better and deeper understanding of the real problem. But usually this type of research does not provide a conclusive and definite outcomes. The process of the exploratory qualitative research changes according to the analysis and finding of new insight or data. It is also called as grounded theory research or interpretative research approach. The findings of this research supports answer to question like; what, why and how.

Human Resource Leaders: Human Resource leadership is crucial in organization no matter the organization is large or small. These empathic and strong leaders see challenges and issues from both a customer and an employee viewpoint. They always try to align their goals, objectives and initiatives with the organizations and work best to form a better working atmosphere for all employees working in the organization. Effective Human Resource leaders are always bring important qualities. They are Innovative, Ethical, Accountable, Forward thinking, Strategic and Empathic. Human Resource leaders are generally required to manage training programs, employee orientation, workplace safety, relations with labor union, and regulatory compliance. For successful HR leader, it is very crucial to be very proactive and strategically develop your control over your subordinates. Modern research highlighted exceptional characteristics that today's leading Human Resource leaders all have in general. They Never Stop Learning, they effectively communicate, they practice ethical and values-based Behavior, they act accordingly and think strategically.

Industrial Relations Experts: During the collective bargaining process the person, who are playing mediating and important role who prepare and convey fruitful information for employer to be used, are industrial relations experts. In other words, Industrial relations experts are those manager who are extremely knowledgeable in following subject: 1. Collective bargaining trends, 2. Wage data, 3. Economics 4. And labor laws. Expertise in the mentioned knowledge area permits them to act as mediator between the management and labor force. Industrial relations experts are fully able to administer and interpret contracts of employees covering challenges. For Example 1. Economics 2. Safety codes 3. Salaries or wages 4. Working hours 5. Grievances 6. Fair employment practices 7. Healthcare benefits 8. Union practices 9. Pensions.

Lived Experience: Researcher use lived experience especially in one of most important qualitative phenomenological research. 'Lived Experience' incorporate to an illustration of the choices and experiences of a given employee, professional, worker or any individual. And the knowledge that these employees or individual acquire from these choices and experiences.

Corporate Sector: According to Cambridge Dictionary, The corporate sector means "the part of a country's economic activity that involves private companies. Working for a charity is very different from working in the corporate sector.

1.2 Theoretical Framework

Theoretical framework Social exchange theory is the theoretical support of this qualitative exploratory study as mutuality happens when one individual employee behaves to others in the organization. The interchange in 'Social Exchange Theory' is depends on the Socio-Economic shift of benefit, and unfavorable reciprocity involves the inclination to coming again negative. Employees favor to return resisting reciprocally when these employees witness the activities or actions of others employees in workplaces for the intention of advancement of self-centeredness without responsibility for the welling and prosperity of others subordinates and assistants. This reciprocation to politics develops impolite behavior among employees which negatively affects the consequences of employees and workplace or organization as a reciprocity relation.

The theoretical pinning of this research is also logical with the JD-R model which identifies that task or work demands associate favorably or positively. And job resources associates unfavorably or negatively to job related stress which in shift influence to organizational and interpersonal abnormality. In high job demands and resources to satisfy these job demands are limited, it produces tiredness among employees. These employees tend to involve in impolite behavior.

The theoretical lens in this research also provided by the 'Affective Events Theory' (AET) presented by renowned researcher Weiss and Cropanzano, According to this theory, it supports inducing connections among organizational politics, organizational stress, and organizational deviance. Some particular situation in the organization lay the foundation of sentimental reactions which establish specific behaviors and attitudes. Negative or Unfavorable situations in the form of politics in organization might cause to happen negative sentiments among individuals. Which in result can trim employee's resources allowing the employees to manage with politics by impolite behavior and attitude in the shape of organizational and interpersonal deviance.

2. Review of Literature

Many researchers allude organizational politics (OP) to a set of actions which are (1) Not officially permit by organization (2) linked with efforts to defend, boon or build up self-interest, this self-interest might be long-term or short-term and might be persistent or inconsistent to the interest of other member in the organization, and (3) involved in irrespective of the well-being of the organization or interest of its members (Chang, Rosen, & Levy, 2009); (Ferris, Russ, & Fandt, 1989); (Mayes & Allen, 1977).

Organizational or workplace politics is an individual's understanding of political actions for example; overpowering, favoritism, or competing employees and the manipulation of procedures and policies of company for the raise of their individual benefit without any consideration for the wellbeing and prosperity of others employee working or their organization or workplace. These tasks involve conducts such as concealing new information from other employees, enforcing not to execute procedure and policies, implementation of strategies, and rules properly.

It might be using friendly dialogue to achieve undue favors, deviating mistake, and blame others. (Buchanan, 2007) defines OP as power taking measures by applying different course of actions, and (Rosen, Harris, & Kacmar, The emotional implications of organizational politics: A process model, 2009) said OP indulge in activities of affecting which have the intention of achieving to increase the interest of member or interest of the organization. When

we look on organizational politics from employees' side it commonly takes unfavorable and unsupportive form.

It is Preferable to entitle 'organizational politics' as 'perceived organizational politics' Because it has been indicated that OP is not a real life objective which would be observed as same by every member in the organization, every member observe individually different (Ferris & King, 1991). From employee's sides OP has been found unsupportive variable at work-place. Theorists and researchers (Fedor, Harrell, & Russ, 1998), (Kacmar & Ferris, Perceptions of Organizational Politic Scale (POPS): Development and construct validation., 1991) proposed 3 factor classification scheme, these three factors are consist of (a) Pay and Promotion Policies-PPP, and (b) General Political BehaviorGPB and (c) Go Along To Get Ahead-GATGA. Pay and promotion policies recommend whether promotion of the employee is done and pay increase on merit bases or other, political technique find the organization's perk structure. For example pay increases or some other benefits may be done on favoritism or may be due to other political act.

General political behavior assumes common measures and acts of politics for example for the mistake inculcate someone else at workplace, taking commendation of some co- worker. Go along to get ahead assumes those action of where someone remain tranquil and takes no measures in order to retain valued end products and that non- terrifying quite members are rewarded because these people do not try to take measures against other and do not try to intervene with the actions of influential others (Kacmar & Carlson,1997; Kacmar & Ferris, 1991) (Roosen & Et, 2009). These measures are the outcomes of vagueness where no undeniable rules are exist and are usually demonstrated when the actor desire to address insufficient resources.

Industrial relation can be defined as relation of employee(s) and employer for occupying themselves in a way to exaggerate the profitable activities. Industrial relation is an interdisciplinary field which tries to address employment relationship. It is growingly being called employee relation or employment relation. Recently, researcher define HRM as synonyms with employee relation. According to Bruce E. Kaufman, Industrial relations consist on the following main subjects of field i.e. trade unionism, labor management relation, labor laws, collective bargaining, national labor policy. If employee relation is a characterization that can be supposed to sum up both human resource management and industrial relations. Formerly, it is foremost suitable to dis-aggregate and state its two elements.

Thus: According to (Stone, 2002) 'Human Resource Management' as a theoretic model comprises of the (a) acquisition, (b) development, (c) remuneration, (d) motivation and (e) maintenance of an organization's workforce. Its practical activities are incorporated, preemptive and strategically positioned to the accomplishment of business objective(s). And they contain the organizational practices of (a) human resource planning, (b) job analysis, (c) job design, (d) recruitment (e) selection, (f) training (g) career development, (h) performance appraisal, (i) compensation (j) benefits, (k) health & safety (l) evaluation. Its placements and actions are based on both individualist assumption and unitarist assumption.

These assumptions contradict the chance of in-built conflict in workplace-relations. According to (Gospel & Palmer, 1992) 'Industrial relations' as a theoretic model encompasses the procedures leading workplace affairs and the bodies recognized to oversee and implement these laws. These 'laws' are characterized in the terms & conditions of work set out mutually and individually decided common law contract and labor contract. As well as (a) grievance procedures, (b) dispute settlement processes, (c) statutory regulations, (d) codes of conduct, (e) industrial laws and similar. Its preparation is got through practices such as (a) negotiation, (b) conciliation, (c) arbitration, (d) collective bargaining, (e) individual bargaining. And its

implementation and governance are arbitrated through ‘associations’ such as (a) trade unions, (b) employer associations, (c) industrial tribunals, (d) statesponsored regulatory bodies and (e) the civil courts. Its numerous orientations and events are established on both collectivist assumption and pluralist assumption. These assumptions admit the chance of in-built conflict in workplace-relations.

According to Eurofound, European IR Dictionary, Industrial relation is not the individual aspect of the employee relation, it is primarily discussed with collective aspect. Its focal point is the relationship between employers’ and workers’ representatives. It could take at numerous levels including organization, establishment, regional, national and international level. How organization control problems of employee relations for this 4 style of management have been proposed by (Newell & Scarbrough, 2002), these management styles are Sophisticated human relations, Traditional style, Consultative approach, Constitutional style.

In sophisticated human relations employees are considered as the most important asset of the organizations, focused on appraisal of employees and communication’s immense method. In this style trade unionism is not suitable. This styles is adopted by so many United States organization. In traditional style employee is seen as a minimal contributing factor of production, this style represent approach of Taylors Management. Union are strongly opposed in traditional style. Consultative approach is mostly used in European countries, especially in Germany. It is similar to the first style only trade unions are acknowledged. Constitutional style is similar to the second one in this approach only unions are accepted and recognized.

There is limitation of this theory that various management approaches may be used in the same organization. For instance traditional approach can be used when managing other employee while sophisticated HR approach can be used when managing managers. Employer-employee relations are connected with different leadership aspects and proposed 3 development strategies by (Savolainen, 2000) these are (a) Participative Strategy or Trust Building (b) Negotiative Strategy (c) The entrepreneurial cooperative strategy. Satisfaction have a meaningful aspect in stress at office as sentiments reaction without delay to situations which are presumed as distressing to an individual. Work environment propositions also disclose the fundamental cause behind the difficulty of lower-level officers in politics. Practice of lower level individuals in politics can be the reason of the dominant environmental settings in government sector institutions which has huge power gap at hierarchy of the organization.

Majority of the research on areas of industrial relations have concentrated more on the influence of human resource management practices on organization performance, but few scholars have tried to work on Industrial relations or employment relations and how it impact organizational politics.

The justification for this study is to elucidate the understanding of the relationship and how organizational politics create win-win situation to bring harmony in industrial relations. Politics in Organization has been perceived as a cause of physical and psychological stress. Inevitably, one who might have been unfavorably hurt by political conduct and behavior, realize it to be an unsupportive and negative influence inworkplaces and organizations.

3. Methodology

Exploratory Research is a methodology style that interrogate research question that has not earlier been inquired in depth. In Nature, this type of research methodology is usually qualitative. However, In case of quantitative research the sample conducted should be large. In other words, exploratory research design mostly used to have a better and deeper understanding

of the real problem. But usually this type of research does not provide a conclusive and definite outcomes.

The process of the exploratory qualitative research changes according to the analysis and finding of new insight or data. It is also called as grounded theory research or interpretative research approach. The findings of this research supports answer to question like; what, why and how. In this study the researcher used exploratory qualitative research approach. The purpose of this qualitative exploratory research is to explore the experiences of Industrial Relations (IR) and Human Resource (HR) Professional about organizational politics.

In this chapter, the researcher describes the approach used to address the research questions listed. The study was conducted in selected corporate sector organizations in the city of Karachi. The main purpose of this qualitative exploratory study was to explore the lived experiences regarding organizational politics from the viewpoint of human resource and industrial relations leaders.

This research paper is a Qualitative Exploratory Study of the experiences of Industrial Relations managers and human resource managers with the phenomenon of OP-Organizational Politics. Thirteen (13) managerial level Industrial-Relations Managers were interviewed. Convenience, purposive and judgmental sampling were used in this study. These IR-Managers were interviewed in a semi structured format.

A qualitative exploratory study was reasonable for this research. Because the main focus of this research was to identify and explore the latest perception of industrial relation managers on the organizational politics issue. It has been ensured to protect confidentiality of every respondent, protected wellversed consent of each study respondent and right to privacy of every participant was also ensured (Cooper & Schindler, 2008). Data were studied for specific themes and then collected into large groups of ideas that delivered information that maintained the themes (Stake, 1995) (Moustakas, 1994). For data analysis pattern matching was used (Creswell, 2007).

4. Discussion and Conclusion

Perceptions of organizational organizations are negatively associated with the attitudinal consequences and attitude of employees such perceptions of politics are a originator of hardship that frame aggravation among the employees within organization. Organizational politics is a fault finding informant of stress in the organization or workplace setting. This anxiety generates development when dominates in the sentiments of individual and they identify that various decision in the workplace are being forced to shelter individual interest.

In the existence of politics in organizational, employees firmly believe that the organization in which they are working inevitably backing working behind the show. Political attitude is natural feature rooted in the routine functions of workplace. And in conclusion politics in organizational is investigated as a negative or unfavorable and unsupportive element or variable which in result can strengthen severe drastic repercussion. These repercussions may be anxiety and stress, lack of commitment towards organizational goals and objectives, enhanced intentions of turnover, job dissatisfaction.

The outcomes contained indicated that sixty percent (60%) of the participants still understand politics in organizational is mostly unsupportive (negative). the overall perception of industrial relations manager regarding organizational politics. 40 percent respondent think that politics in organization is supportive they think that using political tactics to create harmonious relationship among workers, unions, management and employer is always supportive. Politics in diplomatic styles in organization is in favor of all Stakeholders.

In short, organizational politics can resolve the disputes effectively without extra resources' utilization in this sense politics is supportive or good for organization. 60% percent participant view that organizational politics is harmful for the organization because it creates hurdles for management rather than providing relief to the employees. The union leaders are trying to create gaps between Management and the workers. They are also using these gaps to widen the crack. That's why they think that organization politics is bad and it is totally un-supportive.

Organizational Politics and political environment are a corrupt and harsh phenomenon in the life of organization. Under thorough studies for few decades, the research literature have need of sufficient research investigating culture distinct promising circumstances which have the vigor to calm the deleterious outcomes of organizational politics.

From a theoretical perspective, this research established that human resource and industrial relations professional have a tendency to show inter-personal divergence when they experience politics in their workplace setting. But corporate politics does not favor deviance in organizations. May be due to high stress employee shows a little high degree of relational deviance as compared to departmental or collective deviance. If the company is unionized then internal politics of organization may cause struggle. Impact of organizational politics on industrial relations can be split in to two things i.e. individual poor performance and high turnover. Because people do not leave bad organization but they leave bad bosses and teams.

Lack of trust in team members is also one of the effects due to no open communication or sharing of ideas. Politics between management and nonmanagement staff leads to road block for an organization. If the relations between management and non-management is not harmonious then it will be very difficult to achieve unified organizational vision. Due to political parties influence and involvement, the trade unions usually do not represent workers with true letter and spirit. These unions follow their parties' agenda. The workers always think management as aggressor just because of unions' typical relationship. Satisfaction has a meaningful aspect in stress at office as sentiments reaction without delay to situations which are presumed as distressing to an individual. Work environment propositions also disclose the fundamental cause behind the difficulty of lower-level officers in politics. Practice of lower level individuals in politics can be the reason of the dominant environmental settings in government sector institutions which has huge power gap at hierarchy of the organization.

Politics in Organization has been perceived as a cause of physical and psychological stress. Inevitably, one who might have been unfavorably hurt by political conduct and behavior, realize it to be an unsupportive and negative influence in workplaces and organizations.

Theoretically, this research has various significant additions; this research has tried an attempt to explore the experiences of human resource and industrial relations professionals and experts about organizational politics and its favorable and unfavorable effect on organizational prosperity and employee's satisfaction especially in Pakistani context. This research was done in a collectivist corporate organization where employee might have a nervousness to the hardship. In nature, societies in Asia especially in South Asia i.e. Pakistan, India, Bangladesh etc. are generally collectivist. Culture oriented Pakistan is also a collectivist in nature. Employees and workers here might have a various degree of inclination to think towards endure the hardship and stress. Likewise in tremendous talent distance assistant or sub - ordinates might perceive greater degree of competence division due to central systemization and these employees may engage themselves in political exercises in the work place to obtain more power. This is the core contribution of this research study.

It has been now obvious that politics in organization can lead organizational and inter-personal irregularity as well as job anxiety and dissatisfaction. This research has supported to

inadequate literature which has examined the association between employee's behaviors and organizational politics.

Workplace politics incorporate several political manners, and few of these are involved with the increases in financial benefit and policies. Human Resource experts and industrial relations professional believes that one of the substantial medium of organizational abnormality is procedural injustice.

Thus this research has tried to explore and to address the future call of by examine the effects of organizational politics (as a predictor) of deviance both organizational abnormality and interpersonal abnormality. Organizational Politics and political environment are a corrupt and harsh phenomenon in the life of organization. Under thorough studies for few decades, the research literature have need of sufficient research investigating culture distinct promising circumstances which have the vigor to calm the deleterious outcomes of organizational politics. The main objective of this research was to explore the view point of human resource and industrial relations regarding organizational politics and to explore their experiences in both perspective weather there is any positive aspect of organizational politics or it is always negative or detrimental.

5. Recommendation for future research

After exploring few aspects of organizational politics in Pakistani context there are different other dimensions available in which future researcher can work and present their findings.

They can study antecedents and compares of favorable and unfavorable politics across different management areas, Multilevel, whether micro, macro, or miso, impact of political attitude at employees and workplace l, the act of politics on high level decision making and top level implementation, Non-linear impacts of organizational politics on individual employees, groups, and organizational outputs, Subjective and intuitive drivers of political environment in organization. Motivation, traits and skills for prosperous political enactment, How understanding of politics form employee's political attitude, Political skill and political will distinction within groups and their effect on individual and team outputs; Techniques to convert politics from unfavorable to favorable, Political decorum from perspectives of leader and follower, Cross cultural diversity in the influence that inspire political move, in the arrangements of political conduct, and in the mean provisional politics impact outputs; New understanding on the productive and detrimental consequences of politics.

The future researcher can do their research on the above mentioned topics which will help them to explore new boundary condition it may be moderator that may manage political effectiveness. As mediating instruments it may give new understanding on the techniques that lead to productive or detrimental outcomes.

References

- Buchanan, D. A. (2007). Management experience and perceptions of organization political behaviour. *British Journal of Management*, 19, 49-64.
- Abubakar, A. M., Namin, B. H., Harazneh, I., Arasli, H., & Tunç, T. (2017). Does gender moderates the relationship between favoritism/nepotism, supervisor incivility, cynicism, and workplace withdrawal: A neural network and SEM approach. *Tourism Management Perspectives*, 23, 129-139.
- Ahmed, I. (2018). Organizational politics and turnover Intention: A study from private colleges of Pakistan. *European Journal of Economic and Business*, 3(2), 3-12.
- Ahmed, M., Baloch, A., & Ghani, H. (2015). The impact of organizational politics on the productivity of employees: An empirical investigation from Pakistan. *Gomal University Journal of Research*, 31(2), 122-133.
- Ahmed, R. R., Vveinhardt, J., Streimikiene, D., & Štreimikienė, D. (2019). Application of the theory of planned behaviour model for examining customers' intentions towards Islamic hire purchase financing. *Inzinerine Ekonomika-Engineering Economic*, 30(2), 236-245.
- AL-Shawawreh, T. B. (2016). Economic effects of using nepotism and cronyism in the employment process in the public sector institutions. *Research in Applied Economics*, 8(1), 58-67.
- Albrecht, S. L., & Landells, E. M. (2012). *Organizational Politics And Occupational Health Psychology: A Demands-Resources Perspective*. (J. Houdmont, S. Leka, & R. R. Sinclair, Eds.): Wiley-Blackwell.
- Stone, R. (2002). *Human Resource Management*. Wiley, Milton (Qld).
- Yin, R. (2015). *Qualitative research from start to finish*. Guilford Publications.
- Yukl, G. (2012). Effective leadership behaviors: What we know and what questions need more attention? *The Academy of Management Perspectives*.
- Agarwal, U.A., Datta, S., Blake-Beard, S. and Bhargava, S. (2012), Linking LMX, innovative work behaviour and turnover intentions: the mediating role of work engagement, *Career Development International*, Vol. 17 No. 3, pp. 208-230.
- GucluAtinc, Mahmoud Darrat, Bryan Fuller and Barry W. Parker (2010). Perceptions of Organizational Politics: A Meta-Analysis of Theoretical Antecedents, *Journal of Managerial Issues* Vol. 22, No. 4 (Winter 2010), pp. 494-513
- Tripathi, R., & Srivastava, A. (2017). Recruitment and Selection process in healthcare industry in India. *Amity Journal of Healthcare Management*, 2(1), 36-49.
- Vanitha, A. (2018). Strategic human resource practices towards industry innovation and employee performance In organization with special reference to educational sector. *ICTACT Journal On Management Studies*, 04(02), 742-747.
- Englander. (2012). The interview: Data collection in descriptive phenomenological human scientific research. *Journal of Phenomenological Psychology*, 43(1), 13-35.
- Fedor, D., Harrell, G., & Russ, G. S. (1998). The dimensions of politics perceptions and their organizational and individual predictors. *Journal of Applied Social Psychology*, 28, 1760-1797.
- Ferris, G. R., & King, T. R. (1991). Politics in human resources decisions: A walk on the dark side. *Organizational Dynamics*, 20, 59-71.
- Ferris, G. R., Russ, G. S., & Fandt, P. M. (1989). Politics in organizations. In R. Giacalone & P. Rosenfeld (Eds.), *Impression management in the organization* (pp.143-170). Hillsdale,

- NJ: Lawrence Erlbaum. Amabile, T.M. (1988) A Model of Creativity and Innovation in Organizations. *Research in Organizational Behaviour*, Vol.10, pp.123-167.
- Allen, R.W., Madison, D.L., Porter, L.W., Renwick, P.A. & Mayes, B.T. (1980). Organizational politics: Tactics and characteristics of its actors. *California Management Review*, Vol. 22, pp. 11-83.
 - Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
 - Buchanan, D.A. & Badham, R.J. (2008). *Power, Politics, and Organizational Change*, 2nd Edition. Sage, Thousand Oaks, CA.
 - Bakker, A.B. & Demerouti, E. (2007). The job demands-resources model: state of the art, *Journal of Managerial Psychology*, Vol. 22 No. 3, 309-328.
 - Barnes, D. C., & Collier, J. E. (2013). Investigating work engagement in the service environment. *Journal of Services Marketing*, Vol. 27, 485-499.