

Organizational Politics in Public and Private Sector: A Comparative Study

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Abstract: The sole purpose of this paper is to find out difference in organizational politics among Public and Private Sector. Former studies were critically reviewed for this purpose and the study was chiefly depended on the primary data collection through a well set up and structured questionnaire to obtain the thoughtful opinions of the respondents. The sample for the study comprises of 40 respondents from public sector and remaining 40 from private sector which means total sample comprise of 80 respondents. After formulating a comprehensive literature review, a stratified random sampling technique was employed to select the sample. The sample was collected mainly from Public and private banks, insurance companies and Telecom service sector. This study concluded with a contribution by indicating that there is no much difference in organizational politics among the public as well private sector whereas the earlier research studies show that there is significant deviation in the awareness of organizational politics in the public and private sector due differences of their attitudes, behavior and priorities, their infrastructure, working conditions. Larger sample size can be taken for more accurate results and then should be compared by applying different statistical tools and techniques which helps them to implement their research works in this modern era. Future research would benefit from the use of larger samples across different organizations and companies.

Key Words: Politics, Organizational Politics, Public Sector Undertaking, Private Sector Undertaking.

INTRODUCTION:

Politics determines co-operation and conflict of all the actions which is among and between the societies, through which human beings proceed in coordination to utilize, produce and distribute natural, human and several other resources in social life. Politics is the source of creating a more peaceful and well-structured society, by providing a solution for the resolution of differences that generally occurs between humans, through rational cooperation and discussions. It thus helps to reduce or remove the tense situation of violence and also looks for ways to prevent the downfall of the community in the state of chaos. Authority is the key feature of politics and assures it is enforceable. Power is essential for politics to exist.

It is said that Politics is inseparable from organizations. This is obviously because of the involvement of people in organizations. And involvement of a big amount of people cannot but lead to politics.

Organizational politics is a pervasive in common occurrence of working life. Several methods have been employed to interpret and examine the nature of organizational politics.

Earlier studies indicates that primary researches have been carried out to study the political behavior tendency and political skill capitalization among individuals. Nonetheless, workers normally hesitate to speak on political undertakings and strategies implemented for their self-benefit. Thus, most of the current studies mainly focuses on examining the perception of politics amongst the employees which provides a clearer representation regarding the significance of organizational politics.

Prevalence of politics in organizations occur on different kind of grounds, including the natural tendency of human to be mischievous on occasions. There are also situations where people tend to engage in political actions to safeguard what they have. It more likely for individuals to involve in

political conduct while there is doubt in procedures of performance intervals and decision-making, and when there is a presence of competition within people and groups for limited resources. Terms with organization is also a factor that cause workers to engage in workplace political behavior. The source of individual characters and the nature of their contacts with organizational terms further political tactics in work organizations come from the development of an individual's hereditary structure.

The growth of internal organizational politics perhaps could be because of the external competitive conditions experienced by organizations, resulting from the spread of world economies and technological advancement. In which it is known that serious and explicit adverse politics generally prevail in less-resourced countries.

ORGANIZATIONAL POLITICS IN PUBLIC AND PRIVATE SECTOR:

It is unavoidable fact that politics prevails everywhere whether it maybe public or private sector organization, one cannot exclude politics entirely but there are managers who seek to reduce its impact in the organization and utilize politics as a constructive tool to increase the employees performance. Politics in an organization essentially exists due to differences of notions and attitudes among individuals working in the organizations. It does not solely exert an adverse influence on the organization, in fact its existence creates constructive impact as well, which involves employee's dedication and enhanced efficiency.

Organizational politics is mainly based on the employee's observations and the conduct on those working as a subordinate, it also rest on the organizational atmosphere where they had a work experience earlier and in which they work currently, that is the cause why the awareness of politics is diverse in private as well as the public sector. Various analysis carried on by research workers earlier to have a better understanding of organizational politics in public as well as private sector put forward that the way of servicing in public sectors and the working atmosphere is not the same as the environment in private sector that is the reason why the degree of awareness of politics in public sector is more in comparison to the private sector since in public sector promotions are slow and wages are generally not associated to the work outcomes, whereas, private sector have constant and active competitive atmosphere where the managers apply diverse tactics to reduce the impacts of organizational politics and render various sort of work related training so as to enable them to uphold their functions in the existence of pressure.

There are mixed reviews as far as differences in the level on organizational politics in Public and Private Sector is concerned. It has been observed in many studies that in Public sector, the basis of promotion is seniority rather the merit, which ultimately reduces the level of employees' indulgence in politics against each other. Similarly in the private sector employees are so much occupied with work that they hardly get anytime to plot against each other. But here is other side of the coin as well which shows that availability of time among public sector employees provide base for the intelligence of the employees in organizational politics. On the other side it is well known that in majority of the public sector undertakings the base of promotion is seniority whereas in private sector there is more competitive spirit among employees that lead to increased organizational politics. It shows that there is uncertainty regarding the actual cause of organizational politics among public and private sector undertakings.

ORGANIZATIONAL POLITICS:

Politics reflect organizational environment and views of supervisor support and that politically driven behavior effects distribution of advantages within the organization. Politics is a definite feature of the organizational dynamic which influences all traits of business life.

The term Organizational Politics basically refers to a set of underlying dynamics not link to policies, procedures or structures that influence and drive behaviors and outcomes within an organization.

Specifically, simply underlying dynamics that influence behaviors and outcomes- that means Goals. That's the simplest, most objective definition of Organizational Politics.

Organizational politics is the governance of influence to acquire goals not approved by the organization or to acquire approved ends through non-approved means. The crucial point to emphasis about organizational politics is the legitimacy of both the results and the methods used to attain them.

Organizational politics is a common and intrinsic characteristic of organizational life which originated from the use of power, authority or influence. Organizational politics in the broad perspective analysis how the individual use their authority or power and determines the actions of the systems. In order words it means the effort to influence individuals and procedures in a work setting. A narrow perspective of politics attempts to promote self-concern which is not justifiable. Organizational Politics is a subjective concept because it depends upon the perceptions of individuals and organizational characteristics.

Organizational politics can be considered as a deliberate action by the individuals in order to obtain profit at the loss of others because everybody in the organization want a credit of his work that's why organizational politics is played with one another. Another author Dubrin defined organizational politics as "informal approaches to gaining power through means other than merit or luck. It could be argued that politics are used primarily to achieve power, either directly or indirectly, e.g., by being promoted, receiving a larger budget or other resources, or gaining desirable assignments".

Organizational Politics can also be refer as those activities by which people are led toward the goal of serving their own self-concern without any respect to the wellbeing of others. That is where Organizational Politics gets its dirty reputation.

There are many who view organizational politics as something bad (e.g., pursuing self-concern at the expense of others) and something to be reduced. As a result of which, although organizational politics are common and known to most of the people, but when it concern one's own behavior they stay off saying so. It is usual to speak about politics while complaining about the loss to a friend than to one's own political maneuver. When people win on certain kind of issue, they call it leadership; but when they lose, they call it politics. The term politics is prohibited in many of the organization, consequently individuals finds it difficult to deal with this essentially important aspect of organizational world.

The knowledge of Organizational Politics is something very essential if one have to be effective in a large organizations. It is believed that in order to maintain and achieve power and to attain major goals, a leader must have the proficient to skillfully use Organizational Politics. Thus, it will be a wrong assumption to make that politics has no significant in the effectiveness of the leader. Though there is no such thing call good or bad politics but it is essential for us to make out the difference between unethical and ethical political behavior.

It is a natural fact that people think differently and act on how they think. And thus, through political means this diversity must be resolved in order to avoid create tensions. Several ways are there by which it can be done, for example: autocratically, bureaucratically, technocratic ally, or democratically. Certain choice of alternative paths of action are there for each case which is usually involves on the power relations between the actors involved.

Pfeffer defined *politics* as "the processes, the actions, and the behaviors through which potential power is utilized and realized".

SIGNIFICANCE OF THE PROBLEM:

The success of any organization depends on several factors, the current rapid changing environment, a crucial element of survival for any organization is its ability to keep hold of competitive advantage. It is an irony that people want some guidance and structure, at the same time they also want exemption and need boost to develop their skills and understanding. Efficiently dealing people includes

balancing restraining forces with liberating forces. Effective leaders deal with each and every person in accordance to their needs, what drives them to do their best. It can be perplexed but is necessity for success.

But still there are several other problems which the Organization has to face. As organizations continue to diversify, the opportunities for workplace problems intensify. Individual employee issues can be personality conflicts, supervisor issues, personal trauma, or company structure oriented. Management must find out the reason of the problem about who or what keeps "fueling the fire". Apart from this teams must be committed towards working in the direction of committed goal. These kind of certain issues occur because organizational or management communication breakdowns that confuse team and achievement of personal goals. One of the key problem is that organizational politics might silent and distort the opinions and voices of people, facts that gives way to defense mechanisms and increased uncertainty. Organizational politics is also linked with the issue of trust. Trust often affects the behavior of individuals, and employees are more likely to be suspicious of the intentions of others if they work in a low trust climate. In the current scenario it is quite evident that organizational politics is all pervasive. It is all prevalent in public as well as private sector.

Although several kinds of studies and researches have been conducted on the topic of organizational politics like the positive and negative impact of organizational politics, perception of organizational politics and so on but there has not been a comparative study on the existence of organizational politics in both the private and public work place. The comparative study of both private and public sector with regard to organizational politics will help to have a better understanding regarding magnitude of Organizational Politics in various sector. Although studies have been conducted on organizational politics but the comparative analysis between public and private sector undertakings presents the major research gap. So keeping in mind the above mentioned points, the researcher resolved to undertake the present study.

OBJECTIVES:

The current study includes following objectives:

- To study the concept of organizational Politics.
- To find out the difference in the Organizational Politics among Public and Private sector undertakings.

HYPOTHESES:

In the light of review of concerned literature and the importance of Organizational Politics in working environment, the following hypotheses have been generated.

- There exists no significant difference in the organizational politics among public and private sector banks.
- There exists no significant difference in the organizational politics among public and private sector Insurance Companies.
- There exists no significant difference in the organizational politics among public and private Telecom Sector.

METHOD:

The data collection process was conducted in eight different organizational sectors which includes four private sector and four public sector organizations which are situated in region of Punjab. For the collection of data the managers of the different organizations were personally approached to seek permission in order to distribute the questionnaires to the employees for the research purpose. Respondents were assured that the responses given by them will be kept confidential and will be used for research purpose only.

SAMPLING:

The sampling technique used by the investigator is stratified random sampling. The organization lists were selected randomly out of several organizations located in Punjab. There are technique which can be applied in random sampling i.e. lottery method and table of random number. The investigator resolved with lottery method. By application of lottery method eight undertakings were selected out of which four private and four public organizations comprised in sample. The present study chiefly depended on the primary data collection through a well set up and structured questionnaire which helped in obtaining the thoughtful opinions of the respondents. In the present study the sample comprised of 40 respondents from public sector and remaining 40 from private sector which means total sample comprised of 80 respondents. Samples were collected from Jalandhar and Phagwara region mainly.

TOOLS:

Research instruments are used to collect data for the research. Research instruments or tools are those which assist in collecting data, to measure data, and to examine the data (Merriam, 1998). For the present study the researcher used the under mentioned standardized tool.

- Organizational Politics Scale(2008) by Upinder Dhar and Santosh Dhar.

DISCUSSION AND ANALYSIS:

The present study was intended to study the existing difference between Public and Private sector regarding pervasiveness of organizational politics. On the basis of outcomes hypothesis were examined and conclusion were drawn.

Results Pertaining to Organizational Politics in Public and Private Sector Banks.

a) Hypothesis: There exists no significant difference in the organizational politics among public and private sector banks.

One of the objectives of the present study was find out the difference in the organizational politics among public and private sector banks. For this standardized questionnaire of Organizational Politics by Upinder Dhar and Santosh Dhar was administered on public and private bank employees and t-test was computed.

INTERPRETATION-1:

Table 1.1 shows that the mean score for the difference in Organizational politics among public and private sector banks came out to be 161.35 and 162.75 respectively. The calculated t-value for Organizational politics among public and private sector banks came out to be 0.24 whereas the table value is 2.02 and 2.71 at 0.05 and 0.01 level of significance respectively. As the calculated value is lower than the table value, hence the hypothesis i.e. there exists no significant difference in the organizational politics among public and private sector banks is accepted. This shows that there exists no significant difference in Organizational politics among public and private sector banks.

Results Pertaining to Organizational Politics in Public and Private Sector Insurance Companies.

b) Hypothesis: There exists no significant difference in the organizational politics among public and private sector Insurance Companies.

INTERPRETATION-2:

The table 1.2 shows that the mean score for the difference in Organizational politics among public and private sector insurance companies came out to be 162.7 and 154.4 respectively. The calculated t-value for organizational politics among public and private sector banks came out to be 0.91 whereas the table value is 2.10 and 2.87 at 0.05 and 0.01 level of significance respectively. As the calculated value is lower than the table value, hence the hypothesis i.e. there exists no significant difference in the organizational politics among public and private sector insurance company is accepted. This shows that there exists no significant difference in Organizational politics among public and private sector insurance company.

Results Pertaining to Organizational Politics in public and private sector Telecom Service Sector.

c) Hypothesis: There exists no significant difference in the organizational politics among public and private Telecom Sector.

INTERPRETATION-3:

Table 1.3 shows that the mean score for the difference in Organizational politics among public and private sector insurance companies came out to be 160.4 and 150.8 respectively. The calculated t-value for organizational politics among public and private sector insurance companies came out to be 1.36 whereas the table value is 2.10 and 2.87 at 0.05 and 0.01 level of significance respectively. As the calculated value is lower than the table value, hence the hypothesis i.e. there exists no significant difference in the organizational politics among public and private sector insurance company is accepted. This shows that there exists no significant difference in Organizational politics among public and private sector insurance companies.

It is unavoidable reality that politics exists everywhere in public as well as private sector. It cannot be excluded completely. This study concluded with a contribution by presenting that there is no difference in organizational politics among the public as well as private sector whereas the former research analysis reveals that there is significant difference in the awareness of organizational politics in the public and private sector due to their differences of their attitudes, behavior and priorities, their infrastructure, working conditions, but in this research the unit of analysis were the employees in the banks, insurance companies and telecom service sectors. There is not much dissimilarities in the working styles of public and private sector since the comparison was done with each of the same way working structure e.g. public banks were compared with private banks and so as with the insurance and telecom service sector. Therefore, it has a similar working structure and purpose in the way they work and more or less has the same objective and the problems they face are tackled in the same manner that is why the current research result vary with the other researches with no significant difference in organizational politics among public and private sector. Moreover, the collection of data for the research was confined to only two locations which were Jalandhar and Phagwara of Punjab.

RECOMMENDATIONS:

The investigator by virtue of experience in the field of the study offers following suggestions for further research that could be undertaken by the prospective researchers..

- In this study the number of respondents were only eighty because data was gathered from two cities alone so in order to get more concrete result, data should be gathered from different cities.
- Comparative research may be conducted on different cities pertaining to same variables.
- Comparative analysis can be conducted between different companies.
- The variable of organizational politics can be studied in relation to other variables like job satisfaction, Leadership styles, achievement motivation etc.

Tables/ Graphs

Table: 1.1 Score of Mean, Standard Deviation, t- value of Organizational Politics among Public and Private Sector Banks.

Sample Group	N	Mean	S.D	t- value	Remarks
Public Sector	20	161.35	15.97	0.24	Insignificant
Private Sector	20	162.75	19.86		

Graph 1.1 : Mean Value of Public and Private Sector Banks

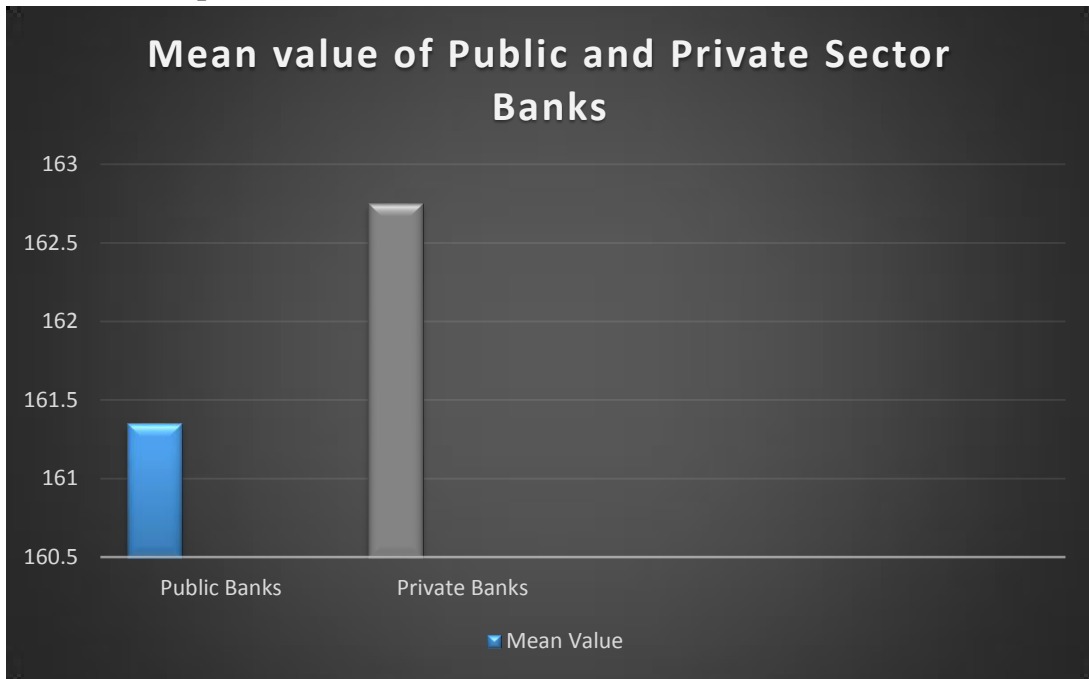


Table: 1.2 Score of Mean, Standard Deviation, t- value of Organizational Politics among Public and Private Sector Insurance Companies.

Sample Group	N	Mean	S.D	t- value	Remarks
Public sector	10	162.7	26.19	0.91	Insignificant
Private sector	10	154.4	11.37		

Fig 1.2: Mean Value of Public and Private Sector Insurance Companies

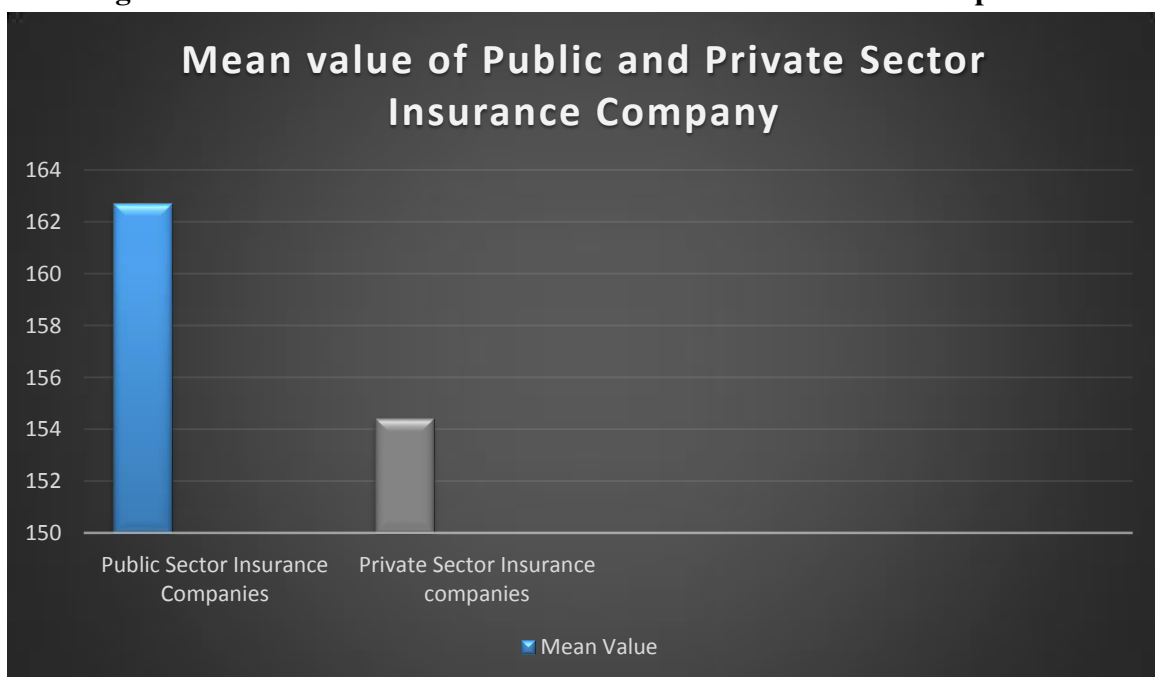
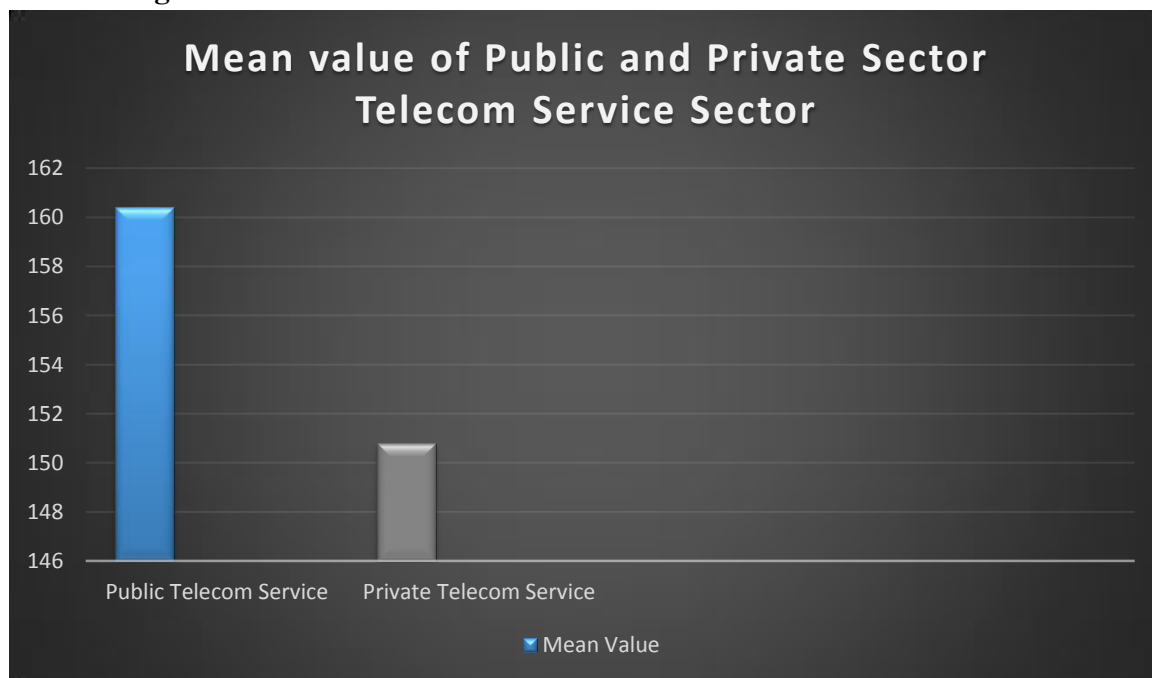


Table: 1.3 Score of Mean, Standard Deviation, t- value of Organizational Politics among Public and Private Telecom Sector.

Sample Group	N	Mean	S.D	t- value	Remarks
Public sector	10	160.4	15.21	1.36	Insignificant
Private sector	10	150.8	16.23		

Fig 1.3: Mean Value of Public and Private Telecom Service Sector



CONCLUSIONS:

In consideration of interpretation of data, the researcher has to use all care and cautions in formulating conclusions and generalizations. This final step of research demands critical and logical thinking in summarizing the findings of the study and compares them with the objectives formulated in the beginning. The researcher should not draw conclusions which are inconsistent among themselves or with external realities. Conclusions are an essential part of investigation.

Organizational politics is an inevitable factor governing the work place. Organizational politics is essentially exists due to differences of notions and attitudes among people working in the organizations. It is not solely a negative influence for the organization, in fact its existence creates positive effects as well, which include employee's commitment and enhanced productivity. The essential objective of the study was to fine whether there is any difference in organizational politics among the public and private sector. The research has made a significance contribution in the existing body of information about organizational politics in public and private sector. The study established that there is not much of a difference in organizational politics among Public and private sector. On the basis of analyses and interpretation of data, following conclusions were drawn.

- The hypothesis regarding difference in the organizational politics among public and private sector banks has been accepted .There appears to be no significant difference in organizational politics among public and private sector banks located within the region of Jalandhar and Phagwara of Punjab.
- The hypothesis regarding difference in the organizational politics among public and private sector insurance companies has been accepted .It reveals that there is no significant difference in

organizational politics among public and private sector insurance companies located within the region of Jalandhar and Phagwara of Punjab.

- The hypothesis regarding difference in the organizational politics among public and private sector telecom service sector has been accepted which shows that there is no significant difference in organizational politics among public and private telecom sector undertakings located within the region of Jalandhar and Phagwara of Punjab

The result of t-test represented that there is no significant difference regarding the prevalence of organizational politics among the public and private sector in over all the three institutions of banks, insurance company and telecom service sector.

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