RELATIONSHIP BETWEEN POLITICAL BEHAVIOR, INTENTION TO QUIT, AND NEGLIGENT BEHAVIOR: THE MEDIATING ROLE OF JOB SATISFACTION

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Bachelor of Science (Honours) (Human Resource Development)
2009
BORANG PENGESAHAN STATUS TESIS

JUDUL: RELATIONSHIP BETWEEN POLITICAL BEHAVIOR, INTENTION TO GUT, AND NEGLIGENT BEHAVIOR: MEDIATING ROLE OF JOB SATISFACTION

Gred: A

SESI PENGAJIAN: 2008/2009

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RELATIONSHIP BETWEEN POLITICAL BEHAVIOR, INTENTION TO QUIT, AND NEGLIGENT BEHAVIOR: THE MEDIATING ROLE OF JOB SATISFACTION

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This project is submitted in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

Faculty of Cognitive Sciences and Human Development
UNIVERSITI MALAYSIA SARAWAK
2009
This project entitled ‘Relationship between Political Behavior, Intention to Quit, and Negligent Behavior: The Mediating Role of Job Satisfaction’ was prepared by Dancy Anak Jimmy and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirement for a Bachelor of Science with Honours (Human Resource Development).

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Grade A-
ACKNOWLEDGEMENT

First of all, I would like to thank and praise the Almighty God for the blessing and strength to face all the challenges and difficulties in this beautiful journey to complete my Bachelor Degree and especially in conducting this research. I am grateful with all the priceless gifts by Him which made me a better person. It is a great journey being here in UNIMAS.

I would like to acknowledge and extend my heartfelt gratitude to the following persons who have made the completion of the Final Year Project (KMS 3104) possible.

My supervisor, Dr. Azman Ismail. Thanks for his vital advices, suggestions, encouragement, and support during the development of this project. His enthusiasm and encouragement had helped me greatly towards completing this Final Year Project.

A word of thanks also goes to my other lecturers who have provided me with the knowledge and confidence essential for carrying out the project.

I also wish to express my deepest appreciation to the members and staff of Radio Television Malaysia (RTM), Sarawak especially the respondent in my study for their cooperation.

Moreover, I would like to convey my heartfelt thanks to my university, University Malaysia Sarawak (UNIMAS) for offering me an ideal program (Human Resource Development) and provided me with an environment in which I felt free and could concentrate on my study.

Furthermore, I would like to take this opportunity to thank my friends (Melisa Ak Mong, Jenny Bong Siat Sze, Nurul Wasimah bt Loja, Camelia Lemba Ak Ramba, Eshter Modies Falix, and Chong Han Chian) for their helps, encouragement, motivation, and invaluable friendship.

Most importantly to my beloved family, my father, Mr. Jimmy Ak Pau and my mother, Mdm. Jeranei Ak Deli, for their everlasting love. May God bless their soul in heaven. Not to forget my sister, Mdm. Lucy Ak Jimmy and my brothers especially Mr. Binit Ak Jimmy for their moral and financial support.

Finally, thanks to all individual who had involved directly and in-directly in this study. Thank you for your effort and concern to produce this piece of work.
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ABSTRACT

RELATIONSHIP BETWEEN POLITICAL BEHAVIOR IN ORGANIZATION AND INTENTION TO QUIT AND NEGligENT BEHAVIOR: THE MEDIATING ROLE OF JOB SATISFACTION

Dancy Anak Jimmy

This study was conducted to examine the mediating effect of job satisfaction in the relationship between political behavior and intention to quit and negligent behavior. A survey method was used to gather 121 usable questionnaires from a sample of employees in Radio Television Malaysia (RTM), Sarawak. Outcomes of hypothesis testing using Stepwise Regression analysis showed that the inclusion of job satisfaction into analysis had increased the effect of political behavior on intention to quit, but job satisfaction had not increased the effect of political behavior on negligent behavior. This result demonstrates that job satisfaction does act as a partial mediator in the political behavior models among employees in RTM. This finding is in line with finding from past researchers conducted in Western countries. In addition, the implications of this study to the theory and practice, methodological, and conceptual limitations, as well as directions for future research are elaborated in this paper.
ABSTRAK

PERHUBUNGAN DI ANTARA AMALAN POLITIK DALAM ORGANISASI DAN KEINGINAN UNTUK BERHENTI KERJA DAN PENGABAIAN KERJA: PERANAN KEPUASAN KERJA SEBAGAI PEMBOLEHUBAH MEDIATOR

Dancy Anak Jimmy

Kajian ini dijalankan untuk mengkaji kesan kepuasan kerja sebagai pembolehubah mediator dalam perhubungan antara amalan politik dan keinginan untuk berhenti kerja dan pengabaian kerja. Kajian ini menggunakan boring soal selidik sebanyak 121 yang boleh digunakan telah diperolehi daripada pekerja di Radio Television Malaysia (RTM), Sarawak. Hasil dapatan pengujian hipotesis menggunakan analisis regresi stepwise menunjukkan kehadiran kepuasan kerja telah meningkatkan kesan amalan politik terhadap keinginan untuk berhenti kerja, tetapi kepuasan kerja tidak meningkatkan kesan amalan politik terhadap pengabaian kerja. Hasil analisis ini menunjukkan bahawa kepuasan kerja bertindak sebagai mediator separa dalam model amalan politik di kalangan pekerja RTM. Dapatan kajian ini juga selari dengan hasil dapatan pengkaji lepas yang menjalankan kajian di Negara Barat. Justeru itu, implikasi kajian terhadap teori, pengamal, kaedah penyelidikan, limitasi kajian serta cadangan kepada pengkaji akan datang turut dibincangkan dalam kajian ini.
CHAPTER 1
INTRODUCTION

1.0 Introduction

This chapter consists of eight important sections. The first section will explain the background of the study. The second section describes the problem statement. For the third section, the objective of the study will be discussed. The conceptual framework will be shown in the fourth section. In the fifth section, the research hypotheses that were developed based on the conceptual framework will be identified. The terms used in the conceptual framework and significance of the study will be explained in section six and seven. The conclusion will be elaborated in the last section.
1.1 Background of the study

For several hundred years, political theorists were more focused on the politics within the country. Recently, in the twentieth century, much attention was given to the relationship amongst individuals and groups of citizens and it still revolve the idea of politics as basically something to do with states and national governments (Pfeffer, 1981 & 1992). Further attention of political environments has been examined in academic study especially in management research where it discusses the notion of political behavior within work organizations (Pfeffer, 1981 & 1992). Historically, research on political behavior has been studied almost 20 years ago (Miller et al., 2008) and it has become a crucial issue in management (Doldor, 2007), human resource management (Mintzberg, 1983) and organizational behavior (Drory & Romm, 1988).

Traditionally, the concept of political behavior is more concerned with the behavior designed by individual employees to achieve their personal goals (Drory, 1993; Ferris et al., 1992; Buchanan, 2007). The purpose of political behavior can be seen from an individual and organization perspective where individuals use political behavior to enhance or protect each individual’s interest in the organizational processes and organizations use political behavior to secure and fully utilize organizational resources in order to achieve organizational goals (Doldor, 2007). Political behavior can be seen as positive or negative in which it is based on perceiver’s interpretation of events and behaviors of others (Ferris et al., 1992).

Although political behavior may be viewed as both positive or negative, its popularity in organizations and the negative consequences to both individuals and organization resulted from negative political behavior (Kacmar & Baron, 1999), and most researchers have focused on the negative effects of political behavior (Byrne, 2005). However, political behavior can be positive as well if the employees’ personal goal correlates with organizational goal (Doldor, 2007). Individuals in organization will perceive lower level of justice, equity, and
fairness if they perceive that the manager practiced improper political behavior in managing organizational functions (Kacmar & Ferris, 1991; Ferris & Kacmar, 1992).

More recently, managers are paying a lot of their attention in practicing political behavior in the organization because it can affect employees' job satisfaction, intention to quit, and negligent behavior (Vigoda, 2000). Therefore, employees who perceive that their manager practiced improper political behavior in managing organizational functions in their workplace reported lower levels of job satisfaction, higher levels of intention to quit and increase in negligent behavior than employees who perceives a manager using proper political behavior in managing organizational function (Poon, 2003).

According to research by Ferris & Kacmar (1992), political behavior is influenced by the organization (i.e., centralization is seen as the power and control is conquered by top management in the organization. If centralization increases, this may invoke political behavior), job/work environment (i.e., job variety is viewed as various tasks done in the organization. If the employee have low task variety, it may cause less power, which in turn increase political behavior), personal factors (i.e., demographic details, for example, older workers, who have been exposed to more political activity may experience increase in political behavior), attitudes, needs and value of the employees.

Hence, practicing proper political behavior in an organization is very important in order for the organization to secure and fully utilize organizational resources in order to achieve organizational goals (Doldor, 2007).

1.1.1 Background of Political Behavior in Radio Television Malaysia (RTM), Sarawak

Radio Television Malaysia (RTM), Sarawak is the branch of Radio Television Malaysia which is Malaysian government-owned public broadcaster.
The main function of RTM is disseminate government information. RTM performed their function with the aim to disseminate the information to the citizen from different races and also providing the positive entertainments in order to achieve escalation of good culture (Radio Television Malaysia, Sarawak, 2009).

From the result of the in-depth interview, researcher found that in RTM sector, HR managers or managers are using vertical communication in their management. When there are important agenda that need to be done, the top management will conduct a meeting with middle manager and supervisor. Middle manager and supervisor will inform their subordinate about the information that they get from those meeting. If individual interest of the employees does not fulfilled by their manager, there will be a conflict between the colleagues. The examples of factors that cause the employees to be unsatisfied with the top management are the reward for the best employee, promotion, and their position in the organization. If they do not offer promotion and do not suit with their position in the organization, grapevine will exist and there will be an opinion leader (out speaker) with their own follower. Thus, employees may perceive their manager practice politic in managing the organization functions.

1.2 Problem Statement

Early studies about organizational politics place much emphasis on explaining the political behavior characteristics in organization (Drory & Romm, 1988). At this stage, most discussion was done on the concept, element and significance of political behavior in organization (Doldor, 2007). For example, the element of political behavior can be divided into the positive aspect (i.e., favoritism, misuse of other employees potential) (Poon, 2003), and negative aspect (i.e., willing to share information in order to achieve collective goals) (Poon, 2003). For example, the significance of political behavior to the individual is that, individuals who are experts in playing politics in the organization may recognize greater job and career related reward (Aronow, 2004) and necessary to function effectively (Aronow, 2004)
Recent studies found that political behavior in the organization affect intentions to quit and negligent behavior (Vigoda, 2000). Intention to quit can be viewed as an employee trying to find another job (Ferris et al., 1989) and negligent behavior can be viewed as reducing work effort in the organization (McShane et al., 2008). For example, within an organizational political context, if the manager practices proper political behavior in managing organizational function, it may decrease the intention to quit and negligent behavior and vice versa.

A thorough review of such relationship showed that the effect of political behavior on intention to quit and negligent behavior is indirectly affected by job satisfaction (Vigoda, 2000). Here job satisfaction is seen as a positive emotional state that arises when people appraise their job or job experiences (Locke, 1976). This relationship explains that if a manager practice properly political behavior in managing organizational functions (i.e., fairness in performance appraisal, pay distribution, reward and promotion), it will increase employees' job satisfaction in the organization. As a result, it could lead to the decrease in intention to quit and negligent behavior. Conversely, if employees perceive manager practice improperly political behavior in managing organizational functions, it will decrease employees' job satisfaction in the organization. As a result, it could lead to increment in intention to quit and negligent behavior.

Although the nature of this relationship has been studied, the mediating effect of job satisfaction in the organizational politics is less emphasized (Vigoda, 2000). This is because previous research mostly emphasized on the segmented approach of political behavior (Drory & Romm, 1988) and also the relationship of direct effect between political behavior and intention to quit and negligent behavior (Vigoda, 2000). Therefore, it motivates the researcher to further explore the mediating effect of job satisfaction in the relationship between political behavior and intention to quit and negligent behavior.
1.3 Research Objective

This research aims to answer four important objectives which are:

- To examine the relationship between political behavior and intention to quit.
- To examine the relationship between political behavior and negligent behavior.
- To examine the mediating role of job satisfaction in the relationship between political behavior and intention to quit.
- To examine the mediating role of job satisfaction in the relationship between political behavior and negligent behavior.
1.4 Conceptual Framework

Figure 1 showed the conceptual framework developed based on political behavior literature. This framework highlighted the direct effects of political behavior on intention to quit and negligent behavior (Vigoda, 2000). Besides that, this framework also highlighted that the relationship between political behavior and intention to quit and negligent behavior was affected by job satisfaction (Vigoda, 2000). This finding was consistent with the notion of procedural justice theory (Ferris et al., 1996; Folger et al., 1992) and Hirschman model (Ferris et al., 1992).

Figure 1.0: Political behavior affects intention to quit and negligent behavior. Job satisfaction mediates the relationship between political behavior and intention to quit and negligent behavior.
1.5 **Research Hypotheses**

This research has four important hypotheses which are:

H1a: There is a relationship between political behavior and intention to quit
H1b: There is a relationship between political behavior and negligent behavior
H1c: Job satisfaction mediates the relationship between political behavior and intention to quit
H1d: Job satisfaction mediates the relationship between political behavior and negligent behavior

1.6 **Operational Definition of Terms**

This section will explain operational definitions of terms and the conceptual definitions of terms have been explained in Chapter 2.

1.6.1 **Political behavior**

It refers to organizational members reacting and making decisions to achieve his/her personal needs. For example, item used in the questionnaire: You can usually get what you want around here if you know the right person to ask.

1.6.2 **Intention to quit**

It refers to an employee wanting to leave an organization voluntarily.

1.6.3 **Negligent behavior**

It refers to the reactions that reflect misbehaviors or activities that can damage the organization such as workers postpone the important duties, absence from work, workers do their work depend on their mood, disturb
the college while they are working, and workers always back from work earlier than they should.

1.6.4 Job Satisfaction

It refers to an individual satisfied with condition of work or job context such as relationship with boss and coworkers.

1.7 Significance of the study

The significance of this study can be divided into three major aspects such as theoretical contribution, robustness of research methodology and practical contribution.

1.7.1 Theoretical Contribution

The existing theories on political behavior such as organizational behavior theory and theory of reactions to organizational politics are mostly focused on the elements, characteristics and importance of political behavior. Besides, it emphasizes less on job satisfaction as a mediator. For example, Procedural Justice Theory places focuses on the effects of political behavior on work outcomes (intention to quit & negligent behavior), (Vigoda, 2000). Therefore, this study can further strengthen the use of Hirschman's model (theory of exit, voice, neglect and loyalty) when job satisfaction is used as a mediator. This study will demonstrate how political behavior can affect job satisfaction, intention to quit and negligent behavior. Improper practice political behavior in managing organizational functions will decrease employee's job satisfaction in the organization, which in turn leads to increase I intention to quit and negligent behavior.
1.7.2 Robustness of Research Methodology

Previous studies have used a single approach that is a quantitative approach, to study the mediating role of job satisfaction in political behavior model. This approach has some limitations such as the researcher relying too much on survey data. Furthermore, the design of those researches was based mainly on self-report data (Vigoda, 2000). In this research, review of literature, in-depth interviews and survey questionnaires are employed. Using this mix method, it may help the researcher to achieve high levels of reliability and validity that will lead to more accurate research findings. Thus, it will increase the ability of minimizing errors in data collection and analysis and increase the ability of gathering relevant data for answering the research hypotheses.

1.7.3 Practical Contribution

The findings of this research could provide valuable information for HR practitioners in order to manage and develop an effective human resource. HR practitioners could understand the role of job satisfaction in decreasing or lowering the effects of political behavior on intention to quit and negligent behavior. Therefore, HR practitioners should practicing proper political behavior in managing organizational activities so that it will satisfy all organization members thus preventing intention to quit and negligent behavior.

HR practitioners and manager might also use the findings of this study to improve their management style and HR policy that might have an impact on employees attitudes based on their perception towards political behavior that were practiced by their manager in the organization. Simply put, this study aims to help practitioners understand employee and manage them more effectively and efficiently than before in order to stay competitive.
1.8 Conclusion

In this chapter, the researcher has explained in detail about the research that will be conducted. This chapter had discussed the background of study, statement of the problem, research objective, the development of the conceptual framework, research hypothesis, operational definition of terms and the significance of the study. The results of this study will reveal whether this study accept or reject the findings of past researches. The next chapter will discuss on the important concept, conceptual definition of term, empirical evidence, and theoretical evidence based on literature findings.