



Faculty of Cognitive Sciences and Human Development

**RELATIONSHIP BETWEEN POWER AND POLITICS IN
ORGANIZATION TOWARDS EMPLOYEE JOB PERFORMANCE**

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The project entitled 'Relationship Between Power And Politics In Organization Towards Employee Job Performance' was prepared by *Gary Jawa Anak Brooke* and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (*Human Resource Development*)

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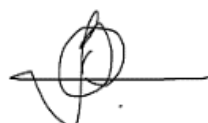
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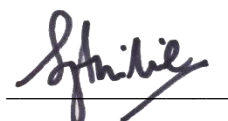
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ABSTRACT

Power and politics in organization have been one of determinant effects towards employee job performance. Previous research findings have seen power and politics are giving bad impacts to employee wellbeing which affecting their job performance. Hence, the objective of this research is to explore deeper on organizational power and politics in the presence of personality traits from the perspective of technician level and how it effects towards their job performance. The research is conducted with questionnaire survey distributed to 74 employees who worked as a technician in local manufacturing sector. Data analysis procedure are using descriptive statistics mainly to describe the behaviour of sample data from demographic profile of respondents, on the other hand researcher are using Pearson Correlation and Multiple Regression in the inferential statistics. Results reveal from those hypotheses testing is there are significant relationship between organizational politics and political behaviour in organization towards employee job performance. It was also found that conscientiousness in personality traits shows they are high positive correlation towards employee job performance. These results are supported by establishment of the most dominant factors from three independent variables by using Multiple Regression where it is found that Conscientiousness in Personality Traits and Political Behaviour contributes to 68.4% to employee job performance. As such, discussion on Bandura Self-Efficacy Theory would be relevant to explore individual's personality traits as working people involve a lot with organizational power and politics. In conclusion, researcher has outlining several recommendations and implications for organization and future researcher based on the current findings.

Keywords: organizational politics, political behaviour, conscientiousness in personality traits, job performance

CHAPTER ONE: INTRODUCTION

1.1 Background of Study

Manufacturing sector is one of the Malaysia's way of propelling its economic growth. In the country during colonial era, although its contribution is slight at the time the manufacturing sector are contributing well on national income. During early time, Malaysia are more depending on natural resources to boost manufacturing side by relying on the likes of palm oil sector, rubber, timber cocoa and many other agricultural resources. Not to mention that Malaysia and petroleum resources constitute most to national Gross Domestic Product (GDP). In the sector, mineral resources made itself a major percentage of the country's goods export earnings. Example of mineral resources are petroleum and natural gas. Now, growth has been prominent in the assembly of machinery and appliances, electronic and electrical equipment as well as in the production of chemicals and textiles.

Development of vast manufacturing product brings positive impacts to Malaysia economy and it also opens to employment creation. In this situation, it can be seen as how a manufacturing sector not only impactful as an engine growth for national economy, but to a smaller scale it gives a relieve to people as it also creates job opportunity to them. Job creation from expansion of manufacturing sector is bringing a good impact towards people economy growth too (Wan, 2016). In other hand, Malaysia government will be stood up with their own plan to overcome further slowdown in the Malaysian economy during Budget 2020. It is stated that The Nikkei Malaysia Manufacturing Purchasing Managers' Index (PMI) registered 47.9 in January, up from 46.8 in December 2018. Simultaneously, Malaysia manufacturing sector claimed that demand conditions from domestic market are unfavourable keeping the sector to continue experiencing deteriorated business. Due to this, it impacts overall the environment in manufacturing organization as it has to deal with current unsteady market at the same time need to manage their employees rightly by law.

On 2020, a global pandemic has cost big impact towards the growth of economy in the world. It has impacted Southeast Asia economic apparently, given its own affects towards growth of economic market in it regional area. The outbreak of COVID – 19 pandemics has converted to an obvious economic market changes but due to the current life of the COVID – 19 pandemic is less than four months, research towards it still in a early stages. However, every affected country has agreed that COVID-19 pandemic has given significant changes to the world economic which it has affecting certain logistics policies, as restriction on affected region is being imposed (Barua, 2020). This pandemic is affecting market in region after the imposing of several measurements such as cordon sanitaire as a preventive measure to combat the pandemic and referred as a ‘lockdown’. In this recent issue, the world of manufacturing experience macroeconomic flu due to negative supply of a demand in the market. Furthermore, pandemic has created a very first time situation which leads to havoc in the global supply chain. For example, movement of manufacturing expansions facing halt circumstances mostly because there are disruptions on transportations and logistics issue. Those issue are not unique to the affected place but has given its own significant affect towards the growth of manufacturing economy in Malaysia too. To secure its economic, many governments react proactively to this matter and implementing innovative actions on how to ensure economic in manufacturing still operating despite COVID-19 pandemic.

In this study, it will be important to highlight the common issue occur in most of manufacturing sector which largely involve with wellbeing of employees in an organization. Power and politics had been one significant influence towards the overall success of organizational development. To address this issue, studies are made in local manufacturing firm. Manufacturing sectors has to accept that change is constant given the global procedures had been demanding, network of productions evolving followed with masses changes in

industrial revolution occurred globally and many other changes (Lesmeister et al., 2011). The needs to demonstrate high working efficiencies by avoiding negative behaviours in organization are vital to keep business obtain its objective. Often in organization, employers are unaware of impact of health and wellbeing on employee engagement inside the roof. Working in an unsupportive environment could harm the organizations itself if the respective organizations does not provide a welcoming environment to their staffs. The power and political issue in an organization may produce negative behaviour that employees tend to disrupt their works due to unsupportive working environment. In this issue, employees would find themselves more time-off and putting fewer effort into their tasks and assignments if they go through health and wellbeing issues and were not supported by their organization (Nicholson, 2006). Also, not to mention, how important as a Human Resource personnel, it is a duty to make business going well align with organization's vision, mission and values. Generally, role of Human Resource personnel in an organization can be narrowed down to employee attraction, engagement, development, retention and directing personnel within the organization. In this, Human Resource personnel may need to coordinate employee activities on the job. To emphasize on the matter, it is important for personnel to address any related issues that may harm organizations which may come from organizational politics in the workplace.

In this research paper the focus will be on technical staffs which mainly called technician in certain manufacturing organization. Technician from local industry is a position that generally will have to carry tasks from upper management to be implement among the plant levels. This task would have to undergoes certain critics and acceptance issues from their colleagues. At certain issues, colleagues with counter-productive work behaviour will affect their job performance and bring harm to the growth of organization. This issue will be easily managed if adequate and ideal training are provided sufficiently to technician so that

professionalism will be a hugely practice among the whole organization's employee. Unsupportive environment will be giving executive a headache thus it will trigger their organizational commitment. An organizational commitment is a commitment that has to be instil by employee if they have trust on the organization. The concern over organizational commitment is that it can lead to job turnover intention among employees. It also shows that if employees are committed to the goals of organization, it will be easier to achieve high level of organizational commitment. With that being said, most of organization in today's competitive era need employee commitment to achieve superior performance (Radosavljevic et al., 2017).

In contemporary working place, wrong uses of power and politics are condition where individual demonstrate unfair and self-serving behaviour. From this matter, everyone knows that successfulness of organizational growth depending on the entire employee satisfaction in their job where, as for technician, they are a skilled worker that serves company for doing technical maintenance. Also other responsibilities would be carrying various task indoors or outdoors depending on their technical fields (Lewis, 2017). Despite their technical roles and responsibilities, their duty is also to taking care of their subordinates while carrying or implementing their assigned tasks from respective upper management. In implementing strategic decisions, there will be expectation for conflict to occur as subordinates tend to feel mismanaged and victimized by their superior. While workplace victimization also due to aftermath of political behaviour by individual in organization. In here, most people will define workplace victimization is when employees confront each other by using their words and actions to cause physical and physiological harm in the office (Aquino & Bradfield, 2018). Due to this, willingness to follow order are diminished which technician will find it is hard to implementing policy with staffs as they often feel sandwiched between the two groups; subordinates and upper management. If the situation is poorly taken

care of, organization will have to expect turnover intentions among their employees. In addition, work related stress has a positive effect on employee's turnover intention despite having an ethical leadership control (Elçi et al., 2012). Therefore, job performance is hugely affected because working individual will be subjected to power and politics issue in the workplace.

1.2 Problem Statement

In here, there has been some contribution in conducting a research on this subject, but these studies do not closely relate it issues on personality traits to give an impact between power and politics with job performance. Some of these research hypotheses have not been explored in linking of conscientiousness in personality. To address the void in previous researches, this research will narrow the focus on politics and power could be impactful towards someone's job performance with the presence of conscientiousness in personality traits. It is important for researcher to study the relationship between these null hypotheses in hopes to come out with an answer on research objective. In addition, previous studies have focused mainly to organizational politics and very little practical research done on power and politics in the presence of an element from Big Five Personality Dimensions. In this research, technician level is the sample.

On the same juncture, researcher foresee gap in the study by stating its empirical gap. An empirical gap usually a study gap between previous study and current study. To begin with, the research will determine the influence of power and politics and its effects towards job performance. At the same time, empirical gap generally addresses the conflicts of the present study that up to current date has not much study discussing the current research objective. To go through it, it can be explained by all expertise and knowledgeable employee are working in the same roof of organization where it is measured as the most valuable asset an organization would have other than technologies and machines. In workplace situation,

different type of personality determines how technician will follow or execute their given tasks. In here, it will be affected by power and politics situation in the organization. As a technician, addressing their own personality traits might be an opportunity for them to know themselves well.

Corresponding with this, normally technician level work closely to their supervisor level in which they will have their subordinates under their care. Based on given job or task, it requires a technician to work professionally because everyone has their own way of coping with instructions. Personality differences will cause subordinates to respond with various responses when it comes to tough situations thus will affects technician overall job performance. In doing one task, job performance is depending on three independent variable which are organizational politics and political behaviour in organization and conscientiousness in personality. Technician may need to carry management function in planning, organising, leading and controlling to select properly the team roles so that organization achieves better productivity at the same time team members are happy. As example, in creating a duty roster where a manufacturing may need to schedule assigned tasks by shift to their employees. Technician might find this a weighty task to execute as they will be subordinate who feel victimized. In addition, employees job performances will be affected if they feel victimised by office politics and will generally develop negative behaviours towards work and entire organization (Jain & Ansari, 2018).

Additionally, phenomena between both independent variables and dependent variables are supported by a related theory. The theory that being use is Bandura's Self-Efficacy Theory, where it states as a belief regarding one's ability to perform the tasks that one views as necessary for attaining valued goals. This theory is practicable in organization, where employees believe that with good confidence, they assure that whenever they are given with difficult task, they interpret the task as a challenge rather than as a threat to be avoided.

To analyse its theoretical gap, researcher has view some of the important prior theory that suits with power and politics but unfortunately, with thorough studies previous theoretical model needs to have connection with dimension in personality. Thus, the theory on Bandura's Self-Efficacy has given researcher an important idea that the study can be explore more by using the theory.

Next is job performance are arguably affected most by workplace atmosphere where wellbeing of employees will either boost or hinder the performance. An employee will show his performance by a completion of job-related duties is linked with achievement (Javed et al., 2014). Job performance can be impacted through a moderating factor of personality traits where positive and negative traits will bring tendencies either employees carry the tasks correctly as being instructed or not. The issues with instruction is technician tend to feel sandwiched between subordinates and upper management in their task which this event is not a passing event, but an on-going activity that comprehends organizational environment. So, the task here for a technician is to distinguish between being stuck in picking an alliance between upper management or subordinates. Employees subjected to team pressure and opinions are not appreciated by their group of working, work related may cause high stress levels (Javed et al., 2014). Due to pressure between both parties, technician will find themselves in a tear between completing their task or become a victim of both parties.

From power and politics, itself will present other outcomes that would harm organization performance. In addition, societies have getting aware of how organizational politics can be reduced to promote less-distress level in organization as well as to avoid mismanaging of the staffs. A place for employment is vary depending on nature of works someone in. In this matter, it is important for employers and employees to promote a good atmosphere in their workplace (Cacciattolo DSocSci, 2015). This research is carried out to figure how organizational politics affects job performance.

1.3 Research Objective

1.3.1 General Objective

To study organizational power and politics in the presence of personality traits from the perspective of technician level and how it effects towards job performance in a few local manufacturing companies in Malaysia.

1.3.2 Specific Objectives

- To investigate the relationship between organizational politics and job performance.
- To investigate the relationship between political behaviour and job performance.
- To investigate the relationship between conscientiousness in personality traits with job performance

1.4 Research Questions

- RQ₁: Is there any relationship between organizational politics and job performance?
- RQ₂: Is there any relationship between political behaviour and job performance?
- RQ₃: Is there any relationship between conscientiousness in personality traits with job performance?

1.5 Research Hypothesis

- H₀₁: There is no significant relationship between organizational politics and job performance.
- H₀₂: There is no significant relationship between political behaviour and job performance.

- H₀₃: There is no significant relationship between conscientiousness in personality traits and job performance.

1.6 Conceptual Framework

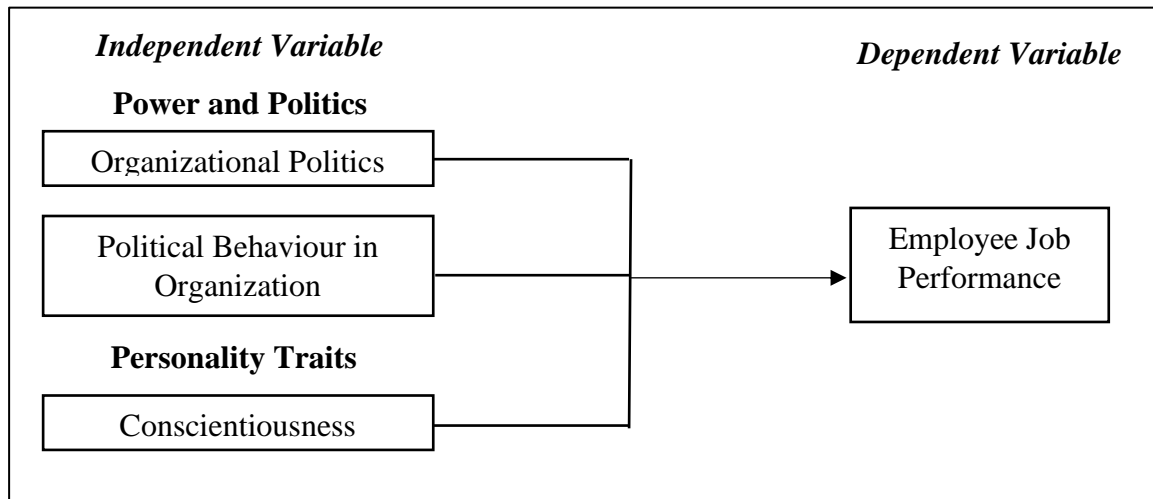


Figure 1: The relationship between power and politics with job performance.

1.7 Definitions of Terms

Definition of terms divided into two part which are conceptual definition and operational definition. In Organizational Politics the conceptual definition is organizational Politics has always stood in life of a modern worksites. A political behaviour may represents its own agenda to walk through hidden dynamics, under the table activities, as well as other goal-seeking actions that somehow does not align with overall organization goal (Vigoda-Gadot & Kapun, 2005) while the operational definition is organizational politics may reflect among other employees on the same roof with disunity of agreement and clarity. This often due to employees who having its own personal agenda.

Next is in Political Behaviour in Organization the conceptual definition is being explored by three context which are internal-external, vertical-lateral and legitimate-illegitimate. According to this pattern, individuals have their own perspective that their position is an asset and asset must be properly secured (Ul Abideen, 2013). While the

operational definition of political behaviour in organization is activities that are not required as part of one's formal role in the organization, but that influence the of advantages or disadvantages within the organization.

Thirdly is job performance. In conceptual definition, job performance may refer to employees who actions and behaviour relevant to conduct organization tasks to achieve organization goals and missions. It means, job performances refer to individual contribution which should be made up of yearly compilation of task (Chu & Lee, 2012). In operational definition it is measurable indicator to determine employee able to carry their task or not since performance is important criterion for organizational outcomes and success.

Lastly is organizational commitment. In conceptual definition, a organizational commitment is a sturdy feeling to maintain to be in team of an organization. On the other hand, it can be between three component of commitments which are affective commitment, continuance commitment and normative commitment (Ahmad et al., 2014). While in operational definition, it refers to attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in the organization.

Thirdly is Personality traits. In conceptual definition, it is set of behaviour that differs from others in term of person trends of feelings, thoughts as well as actions. Conscientiousness is one of the Big Five Personality Traits where in the tendency to be self-controlled, responsible, to others and systematic with high rule abiding quality (Roberts et al., 2014). The operational definition for Conscientiousness in Personality Trait is individual who are well-organised, a thorough decision maker, goal oriented and hardworking employees. Due to this, employee who have high level of conscientiousness in their personality traits tend to be highly preferred for assignation of task.

Fourthly is job performance. In conceptual definition, job performance may refer to employees who actions and behaviour relevant to conduct organization tasks to achieve organization goals and missions. It means, job performances refer to individual contribution which should be made up of yearly compilation of task (Chu & Lee, 2012). In operational definition it is measurable indicator to determine employee able to carry their task or not since performance is important criterion for organizational outcomes and success.

1.8 Significance of Studies

This research can be said to be significant since this research can contribute to different aspects in organization development. Firstly, this research could help the future researchers to go deeper on how as a technician working environment could give impactful towards employee wellbeing. From this research, organization need to have the idea that managing their manufacturing operations are not enough in fast moving, increasingly complex global environment as it must be properly aligned with managing their manufacturing organization too. So, for this, power and politics in organization had being impactful towards job performance due to individual political behaviour. Based on multiple research has on political behaviour on organizational relationship stated that high occurrence of political favour management may lead to stressful place to work in as well as unfair treatment among staffs on the same roof for personality gains, thus job performance will decrease before organizational commitment diminished too. In the end, it promotes high turnover rate among employee (Ul Abideen, 2013).

Other than that, this study is considered significant as it can act as a better or improvised as well as acknowledge employees' burden in managing a manufacturing organization. Once good practices are implemented to chase aside unproductive power and politics can be diminished simultaneously with increasing of organizational commitment. This too at the end will improves job performance among employee because when carrying

out this research it may contribute in two major areas. One of it is the contribution to all technician in an organization and the other one is contribution to upper management (employer).

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

2.1 Issues of Research

2.1.1 Employee Job Performance

Employee job Performance is the ability of employee to do assigned jobs in according to his job requirements and his performance is determined by the result of a completed job-related responsibilities (Bourguignons, 2016). As a manufacturing company, to sustain the sector's contribution to Malaysia economy brings the idea that employer should focus on workforce engagement furthermore put more effort to find a way round in avoidance of retention of talent workers in the organization. Thus, the issue here underlying that, human workforce is one huge asset a company have to propel their organization forwards.

Organizational success are depending on human capital and their performances will leads to organizational success and failure (Macpikie, 1944). Overall success of a company to achieve its strategic aims need employees who are productive enough in delivering their tasks or job.

The employees job performance is vital for company to stay competitive at desired level as employees plays an important role to keep company aligned with their targets. In correlation with the research, technical level from the chosen industry (manufacturing sector) is a position that commonly will have to maintain technical facilities and carry tasks from upper management to be implement among the plant levels. This task would have to undergoes certain critics and acceptance issues from their subordinates. A matter that will arise is the capability of a technician to lead both side without having his or her performance negatively affected by job nature. Accomplishment of job-related responsibilities will be measured by different dimension where it is linked with achievement or failure.

The amount of pressure that a technician had to deal with, is pushing some towards counterproductive work behaviour. The nature of counterproductive work behaviour is a