Impact of Perceived Organizational Politics on Job Satisfaction and Organization Citizenship Behavior

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ABSTRACT

Purpose: The present study examines the impact of perceived organizational politics on the job satisfaction and the organizational citizenship behavior. To find out the relationship between the proposed variables, a questionnaire was established in order to collect data from employees of Pakistan ordinance factories.

Design/Methodology: Using the purposive sampling the data collection instrument was distributed to 150 employees and their corresponding supervisors. Out of distributed questionnaires 103 of them were rendered usable. All the respondents were in the same work conditions. Respondents having same problems in the organization. Respondents were from the age group of 18 to 70. Fresh employees and the experienced employees both were the participant. Privacy of the respondent's information was top priority. Questionnaires have Statistical Package of Social Sciences has been used in the study for both descriptive and inferential analysis due to its proven predictive power. Various tests have been applied in this study such as descriptive analysis, correlation, and reliability test prior to hypothesis testing. For hypothesis testing, regression analysis has been used with the help of SPSS.

Findings: The findings of the study states that organizational politics have a significant and negative impact on job satisfaction and organization citizenship behavior. This study enables the top management that how to deal with the organizational politics.

Implications: This study enables the management of organizations to know the adverse outcomes of organizational politics.

Keywords: Job satisfaction; Organizational commitment behavior; Perceived organizational politics.

1   Introduction

1.1   Research Background

Research shows that highly engaged employees are more satisfied and good performers in the organization as well as they have a tendency to directly affect the production of the organization. Many of the organizations consider high performing employees as an important asset. It is more

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likely that an employee who is more engaged at workplace will lead to positive attitude, good performance and increased productivity (Guo, Kang, Shao, & Halvorsen, 2019). The work related outcomes are of two distinct types; one is self-reported and second is supervisor-rated. Research shows that employees are more satisfied in self-reported outcome of the work creative and responsible tends to meet the deadlines with creativity in return it will increase the productivity of organization. So research shows that employee's engagement and job satisfaction is directly linked with each other. If the employee wants to be self-reported but organization allot him a supervisor so maybe he will not comfortable with that and it also effects his engagement and satisfaction level and this thing leads to the negative behavior (Templer, 2018).

This research proposes that perceived organizational politics has detrimental effects on job satisfaction as well as organizational citizenship behavior (OCB).The organizations having high politics negatively impact the supervisor roles, and it effects the employee engagement. Organizational politics means the non-sanctioned activities and strategies which are prepared for self-interest not for the well-being of organization and the activities which are conflicted from organizational goals (Guo et al., 2019). Organizational politics is a great threat for organizations, because it directly affects the behavior of employees. Many individuals see organizational policy as self-serving and manipulative and therefore harmful to the well-being of both staff and organization. Distrust, unfair decision making and inequality are the main characteristics of organization which has high level of politics (Rosen, Ferris, Brown, Chen, & Yan, 2013).

This particular research aims to explore the effects of perceived organizational politics on job satisfaction. Different researchers (Maslyn and Fedor, 1998) argue that if there is politics in organization then behavior of employees also deeply affected by this. This particular study also aims to identify the effects of perceived organizational politics on organizational citizenship behavior. And the third point which this study is going to find is relation between job satisfaction and organizational citizenship behavior.

This perceived organizational politics is basically based on the theory proposed by (Lippitt, 1947). The impact between perceived reality and perceived organizational politics have a great impact on the workers attitude in negative way. The workers and the employees have a great concern about in making a relation on the basis of the negative culture of politics in the organization. Politics in organizations is defined as the actual work which is shown by the employees do not represent in front of all the community because it has more negative points rather than the positive points for the organization and overall community. Perceived organizational politics is linked with the behavioral aspects which in turn is linked with the attitude of the employees towards the work which they have been assigned. Every employee tries to get rid of the work and want to get maximum benefit in negative way.

All the organizations have a degree of politics which prevails at different aspects in the organization. However, even organizational politics have the different aspects and the phenomena on one side uses it in positive way and on the other side may use it in negative way. Yet on the main

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basis it shows that the organization politics always have a negative role in maximum dimensions. Previous researches found some detrimental consequences of organizational politics confirmed that the existence of organizational politics negatively impacts business performance, yet many other researchers found that in the organizations, when employees engage in politics on organizational level they do not take interest in work. A model which contain employees behavior and organizational politics tested by (Chang, Rosen, Siemieniec, & Johnson, 2012). Result of the tested model was organizational commitment behavior and effective commitment is negatively related to the organizational politics. On the other hand, organizational citizenship behavior considered as important support for the organization's performance and the performance of the employees which are in the system. Most researchers believe that the organizational citizenship behavior has a great impact on the performance of the employees because they are satisfied with their work and the system which is implemented on them is very caring about them which leads to the organizational citizenship behavior. This is why, now a days there is great competition in the organizations where everyone wants to compete with one another. This brings the employees to build the maximum commitment towards their job and the work which is assigned to them.

Many other definitions claim that when politics comes in the organizations there is misuse of things and authority in different dimensions and among different levels. Enjoyment in activities make the employees more satisfied and increase the interest of employees towards their work (Rosen, Harris, & Kacmar, 2009). It can be inferred from the past studies that organizational politics create dissatisfaction among the employees and make them less committed. Researchers conclude that the politics can have impact on the organizational commitment, the level of the organizational citizenship behavior and the satisfaction of the employees. For instance the pays of the employees increases which give them benefits from different angles and takes advantage through use of this toll for the political action and making them superior in the negative method.

The purpose of study is to explore that how in an organization, the politics effects the employee's job satisfaction and organizational citizenship behavior. The researches investigate the organizational politics impacts the attitudes and the behaviors of the employees'. It is related to the commitment and the performance of the job. Which makes a clear sense to develop a relation among the job attitudes? This study helps to learn effective ways to handle the behaviors of employees and the employee's satisfaction relate to it. How positively working with the commitment can be making a change between each of these elements.

1.2   Research Problem

Past research shows the moderating effect of perceived organizational politics on the relation of work engagement and in role performance of organizational citizenship behaviour as explained by Guo et al. (2019). But how perceived organizational politics effects the job satisfaction and organizational citizenship behaviour is still not clear. So, this paper is used as a base paper and

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finds the research according to our proposed model. It aims to find this relationship on specific target area.

1.3 Research Objectives

We have the following objectives for this research:
1. To find out the relationship between perceived organizational politics, job satisfaction and organizational citizenship behavior.
2. To find out the relationship between job satisfaction and organizational citizenship behavior.

1.4 Research Significance

This research is significant for:
1. Different organizations where turnover is more and they don't know the reason behind this.
2. Policy makers from the organizations.
3. HR department in the organizations so they know how to make the strategies to solve the problems related to employees dissatisfaction and behaviour.

2. Literature Review

2.1 Perceived Organizational Politics

Researchers find that politics is a broad term, is used in different concepts, and it can exist at individual level and sometimes at organizational level. Sometimes individual use it for the self-interest at the expense of organization (Kacmar & Ferris, 1993). There are two main views about organizational politics in organizations i.e. Politics can be functional or dysfunctional it depends on the circumstances. Some researchers said that politics is the behavior someone can use to get the short term or specific goal. The second view is that politics is a dysfunctional (Cropanzano, Howes, Grandey, & Toth, 1997). Organizational politics defines that how interpersonal transaction could proceed under the organization's name. The perceived organizational politics in the organization have the different aspects of nature itself to contain at different levels which are the dissatisfaction among the employees and the other aspect says that it could refer through the different dimension as it can damage the organization (Khan, Javeed, Mehmood, & Khan, 2019). The social exchange theory says that politics at different levels in the firm can turn employees behavior into negative and do not make it as it should be to respond in the dimension in which they are guided (Blau, 2017), It also describes that different intentions have large and great motivational impacts on the different bases of the organization. May be it is on the top of the structure or the middle of the structure.

Through the different theoretical frameworks there is a need to built a relationship between the organizational politics and organizational citizenship behavior which should be increased in the level of corresponding levels that may be accepted on the different grounds (Anam, Sanuri, & Ismail, 2018). In particular when the perceived organizational politics have the effect on the diffusion of different segments which increase the build up for the circumstances which are totally different ventured as it effects the total organization system for the maximum involvement, rather than the secondary level of batch which is considered. Whereas other studies have found that perceived organizational politics is positively associated with Organizational commitment behavior Maslyn and Fedor (1998) and not related to organizational commitment behavior (Randall, Cropanzano, Bormann, & Birjulin, 1999). There is a relation that considers that the perceived organizational politics have the impact as itself in a huge level of grounds. It totally changes the mind-set of the employees which are considering it as the meaning of different levels that contain the limited approach for the measuring levels of the loyalty and the acceptance that take a great impact for the organization levels for attending it. From here the negative attitude and the non-serious attitude towards the work is started which lead organizations towards failure. Perceived organizational politics in the organization prevailed through the different scales it comes then the pressure groups come together and take step against the organization which is plotted in different segments. It shows that people are less concerning about the organizational goals to make a great part of the organization (Yar, Javeed, & Khan, 2018). Employees have less commitment towards the work and have a great negative impact on the organization culture.

When there is a great acceptance towards the work, the employees motivate themselves for the greater outcome because they have the feeling and attachment for the organization. Here taking responsibility is very high and taking the different actions and take more interest in their work. Every organization wishes the non-political environment because no one wants that negative environment risks the organizational effectiveness (Khan, 2016). Every organization wants to increase the worth of the jobs and take maximum work from the employees. It is only possible when there is environment which is free from negative politics. When there is non-political environment no one tries to do wrong things which are against the organization's interests. In some prospective POP should be used for the rights of the employees. When the organization do not take better steps for the employees it is very difficult for the organization employee effective relation existence. According to Janssen (2005) when the employees are not involved in the politics it gives the relief to administration of the organization. Because the employees who work with loyalty see the better impact and work with maximum effort because they have a great believe that the organization will take the steps for them in their hook and crook time. So the satisfaction have a great role in the organization build up, POP less and there is increase in the commitment and the performance of the employees increased and it helps the organization through different ways.

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2.2   Job Satisfaction

Job satisfaction shows the intension of the employees towards their job. The activities which are performed by the employees show the intension towards the job satisfaction. Employees have the attitudes towards their work make it very clear about the job satisfaction. Satisfaction towards the job is clearly defined by their attitude, loyalty of the employees. It also shows the clear dimension of the work which is considered by the employees which contains the information that is totally informed by the employees. Job satisfaction creates the great performance in the work and the outcomes are very high. It also gives the benefit to the organization to take a great build up. Job satisfaction is about the situation of the employees. Job satisfaction shows the interest of the employees in their work and the part and contribution in the work. Job satisfaction shows the intention of work which employees perform which shows that employees work with zeal. Job satisfaction also shows that the employees are very relaxed in their work and perform their work with the full support of the management. It shows very good results, which measure in the performing different activities that are very effective for the employees and contain information about the data. Job satisfaction creates a great momentum for the employees because it creates the satisfaction among the employees and takes a great positive result for all the employees.

Job satisfaction also creates the environment which is pleasant for the employees and the organization. According to (Janssen, 2005) job satisfaction is level of likeness of the employees towards their job. On what grounds and how much employees of the organization like work place attitude and work out with the different activities that contain the employees to get benefits from the different aspects and take a great advantage which comes through the job satisfaction. It helps the employees to take the sudden action and improvement. When the employees are satisfied, they work with the great zeal and intension as it is to be taken from the different angles which clearly shows the way of doing work and take the work in the progress, which is the great factor of the organizational success and it clearly defined the satisfied work in different angles and take maximum achievement in the same line and the same way of conducting activities. Many of the employees want to get maximum benefit from their job on the other hand employees also want great enjoyment in their work other than the boring and unsatisfied routine. Employees want to move from such types of jobs from which they are not satisfied and if they stay on the place where they do not want to be the part they have the maximum loss for the organization and also for themselves. Because when the employees are unsatisfied the condition of performance and the attitude towards the work is changed and many of the employees who are dissatisfied from their jobs and want quit their jobs, which could be maximum disadvantage and maximum loss acceptation toward the organization. It is the most important from the aspects which are related to the conditions of the operation and the involvement of the sustainable environment and the nature of the work. Low job independence, when there is lack of security of the job, disturbance among the employees in organization, it leads towards dissatisfaction (Guest, 2004; Silla, Gracia, & Peiró, 2005). According

to (Wanous and Lawler, 1972) there is no universal measure for quantifying job satisfaction. Only to measure the job satisfaction it should be seen that the employees are very attracted towards their jobs and take a great interest in their jobs. It may be defined the system towards the employees and the satisfaction for the limitation of the work which is dealt through the work and contain different time to lend in the progress. It is also defined as the systematic and the relation towards the limited the different sourcing and takes the man fluctuation and takes maximum time of relevance of the data (Pedhazur & Pedhazur Schmelkin, 1991). Surveys should be in the mechanisms as the time to lend the efforts of the system that is along with limiting in the time line for the maximum committing the relevance towards the system that is conducted at the same time and the same behavioral part for the system.

Job satisfaction is a great outcome from the employee's side when the employees are satisfied it is effective for the organization. For the organization when the organizations employees are satisfied then there is an increase in productivity by giving better results. The interpersonal relations between the employees is increased and the limiting the factor as the huge volume of the satisfaction. Job satisfaction in terms of employs gets maximum benefit from the organization which leads to increase in the salary and the maximum benefits allowances from the organization. Job satisfaction is to be the fairly satisfied with their job and contain in the maximum, limiting the sourcing and taking the limitation indirectly by limiting the system. Job satisfaction provides a way to the employees in defining the achievements of huge benefits from the organization in return to their services for the organization. Job satisfaction also creates a great involvement in the work from the employee's side which is beneficial for the benefit as it compared to the employees which are not satisfied from their jobs.

2.3   Organization Citizenship Behavior

Organ (1988) and Organ and Konovsky (1989) stated that the in the organizations citizenship behavior is divided into five dimensions. Organizations scheme of five dimensions which are loyalty, attention, sportsmanship, attaining and maximum attainment. Harris, Andrews, and Kacmar (2007) stated that attention is the most acceptable scheme among the different researchers most of the researchers are in the maximum flow through the limiting the sources. OCB is also divided into five dimensions including courtesy, sportsmanship, civic virtue, conscientiousness and altruism. These dimensions are mostly explaining the commitment and take sudden involvement for the system which may explain the mainstream ideas. Organizational commitment behavior should be about attaining the regulations and takes place in form of behavior for the explaining the many organized situations. Organizational citizenship behaviour may explain the huge activities that are involved in different limitations. Organization citizenship behavior says that the increased involvement of the employees shows satisfaction of the employees to contain in different ways and for the conducting the average of the system that increases the value of the

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opponent which takes the maximum value point and considering it as the main point of the organizational commitment behavior. It also establishes a link in the organization and the employee for taking involvement that is to increase the loyalty of the employees to organization. The work under the organizational citizenship behavior should be the maximum of the time indicating and take a huge value of occurrence and to maintain the heavy liability which is considering on the main format (Caught, Shadur, & Rodwell, 2000). OCB is associated with the emotional attachments and the internal satisfaction which leads the employees to the main target as it performed through the main accountability and the procedure for the maximum betterment of the employees. The employees who are associated with the organization and the organization commitment involves the same time for the integration as it should be the acceleration from the mean to the maximum advantage. Organizations want to create the organizational commitment behaviour for the employees. For creating the Organizational commitment behavior the organization's works on the employees behaviors. Commitment is defined as the it's emotional attachment of the people towards the organization and to the employees work which they have done (Nehmeh, 2009). Organizational citizenship is forces behind the alternatives which may be excluded and contained the emotional attachment and make the sensitive result and takes the value among the production as it make the reliability and the consideration to the commitment from the employees. When the employees say about the protection and create the long term defined algorithmic, the hesitant and the modifying peoples are to be related on the scheme that employees work done as their own personal work. The organizational citizenship behavior contained the leaving standard ads per requirement for the effecting tools may be the consideration to take the maximum advantage and the defining ways for the commitment towards the space between the organization and employees of the organization. Meyer and Allen (1997) stated that the organizational citizenship behavior contains the elements of the factorizing satisfaction got at this level that maintain the maximum achievement from the employees side and also the side of the organization which contain such type of affiliation with the employees and take the systematic approaches for the standard data and making the relation between them as it is required on the different levels. It also explains the defined ways of threat and association which is making a great involvement in the subsidiaries which are given by the organization to their employees.

When there is emotional attachment of employees towards their job and the organization, the employees give the great benefits to the organization as it compared to the uncommitted works in the organization. That is the type of employees that create a great impact, organizing in different manner which is good for the organization in the long run. The organizational commitment take a great impact on the organization and the performance of the employee will be on the peak. The final benefit taken by the organization considered as the main part of the organization, helps the organization in the maximum ways which are calculated by different styles and commitment on the different levels. A type of working attitude has involvement and also greatly impact as it follow through the different dimensions which are prepared selection and the nominal behavior of the

employees. Employee's satisfaction is a bond that considers the emotional attachment to the work which takes a long part of the sentiment as the psychological and the normative behaviors as compared to the system. The organizations always wants the groups and the type of the employees which are totally under the attachment of the working schedule as it is compulsory for that mean and the maximum advantage which is getting through the employees as settle down. Even when organizational commitment comes in the organization, the main part of the benefit goes to the employees and the organization also enjoys the benefits which are directly and indirectly related to them at that time considering the value. The organizations and the employees have a great bond to get maximum benefits. Performance goes on the top level the committed people which are on the high seats take responsibility for catching up with the maximum time and the relating the sources for the main constrains which are led by the organization. The organizations also have taken a part that the employees are well performed in the organization as its due to the organizational citizenship behavior that creates a great impact and makes a role for the further information and the tasks that are not in the levels of the organization. It is to be calculated and have a short time complexity which is not defined by the employees.

The personal association with the organization is also a reflection of the employee engagement and popularity of the organization which makes a great impact on the different sources of employee's commitment and binding to the organizational regulations. Organizational commitment gives the total average of the employees which are satisfied. The organizations which take the interest in the employee's benefits should be very close to the employees and make organizational commitment as it takes from the different parts and the selection momentum in organization. Organization citizenship behavior takes a great launch between the different functions and also takes part in the involvement of the regulations. Organizational commitment when comes in the organization there is a very regular image for the betterment of the organization as well as all the peoples who are linked to it. Organizational citizenship behavior is also discussed that the flow of the people in the organization and develop among the employees for the betterment. Organizational citizenship behavior impacts the organization in all levels which are defined to be the maximum part and shows the limited part of the essential commitment. One of the benefits in the origination citizenship behavior is to calculate the maximum advantage from the organization. Organizational citizenship behavior is also important because now a days there is a great competition between the firms and industry to industry. When the organizations see this type of competition in the market, everyone wants to do organizational citizenship behavior which increase the benefits and reduce the loss of performance among the employees. When organizational commitment behavior works it create a great advantage for the employees and also the systematic approaches are valid to come to know the limits then the others. Organizational commitment behavior also attracts the ways of doing work as compared to the systematic and the consultative behavior that cares about the literal and the synthetic levels at different levels and means of the system and do not consider the limits of organization (Guo et al., 2019).

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2.4 Perceived Organizational politics, Job Satisfaction and OCB

Researchers found that if there is politics in the organization then investment in that organization is more risky because employees don't put their maximum efforts so it will lead to poor performance. And the employees who are very active and really want to work will not be satisfied with this type of working environment. So it means perceived organizational politics lower the performance which leads toward employees' dissatisfaction and OCB also. Literature shows that organizational politics have negative effect on employees' satisfaction and organizational citizenship behavior. The organizations where working environment is not good people don't want to work there which means they are not satisfied with it. If the working conditions are good then employees will be satisfied and also committed with the organization (Ardıç, Uslu, Oymak, Özsoy, & Özsoy, 2016; Guo et al., 2019; Templer, 2018).

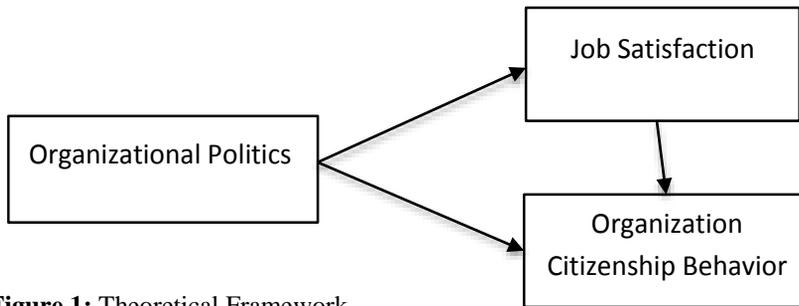### 3 Research Methodology

3.1 Theoretical Framework

Figure 1: Theoretical Framework

H[1]:   Perceived organizational politics have negative and significant impact on job satisfaction.
H[2]:   Perceived organizational politics and organizational citizenship behavior are negative and significant to each other.
H[3]:   There is a positive and significant relationship between job satisfaction and organizational citizenship behaviour.

3.2 Data Collection and Sampling

The researcher has collected data from the employees of Pakistan Ordinance Factories (POF). POF is very sensitive organization and to collect data from that type of organization is not easy that's why our sample is 150 and we get response from 103 employees. Very few researchers

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select POF as sample organization because of its sensitivity so we decided to find the impact of perceived organizational politics on job satisfaction and OCB. To find out the relationship between the proposed frameworks, a questionnaire was made and data was collected from employees of POF. At first questionnaires were distributed among the employees. A cover letter was placed on the first page of the questionnaire, which explains the purpose of the research. After that150 questionnaires were distributed among the employees and their corresponding supervisors. At the end responses were received from 103 respondents and 103 were concluded as sample size and applied all the tests to the collected data. The quantitative techniques were used to conduct the research; the research is based on the static nature of research. Each methodical discipline has a set of procedures and guidelines, it was very necessary to conduct the effective research. The method survey research is made up of technique, a technique of collecting information from data. All methods are given below of the technique.

3.3   Questionnaire Explanation

The questionnaire was adapted from (Guo et al., 2019; Randall et al., 1999). There are 3 variables in the composed model namely perceived organizational politics, job satisfaction and organizational citizenship behaviour. Each variable has 4 items. The questionnaire was developed on 5 point Likert scale ranging from 1-5 that is strongly disagree to strongly agree. The sample size was 103 and subjective and purposive sampling is used. Questionnaire was made very short and clear so that respondents can easily understand it and give their best response according to their experience. Data was collected from 103 respondents from which 58 were male and 45 were females. Data showed that most of the employees belonging from age group of 32-34 years and few from 18-31 years.

3.4   Target Population

Target population was government employees and their age was between 18 to 70 years. They are recently working under the supervision of their bosses. In this study the Component of analysis is those people who are working in a POF. Respondents work under the same conditions and the top management was same. New employees as well as experienced employees were the participants of this study.

3.5   Pre-Testing

Pre-testing is an important process in which researcher knows that questionnaire was understandable for the target population and initial responses of respondents prior to the research. And the respondents have clearly defined the meanings and gave worth to the questionnaire. So for this purpose we distributed the cover letter about research to the employees so that they had an idea about it.

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3.6   Data analysis

SPSS was used in this study for both descriptive and inferential analysis. Reliability test was used to check the results and consistency of the variables. Descriptive analysis gives the summaries about the sample which used for the measurement. Correlation and regression also used in this research.

4   Results

Before hypothesis testing, this study performs reliability analysis with the help of Chronbach Alpha to test either instrument is reliable to perform the following analysis.

Table 1: Reliability

variables name	Cronbach's alpha	N of items
Perceived organizational politics	0.686	12
Job satisfaction	0.870	5
Organizational citizenship Behavior	0.876	19

Table 1 shows the number of items, Cronbach's alpha and the names of variables. First Perceived organizational politics the value of cronbach's alpha is 0.686 and the number of items are12 value of second variable which is Job satisfaction is 0.870 and the numbers of items are 5. For organizational citizenship behaviour Cronbach's alpha is 0.876 and the numbers of items are 19. It shows that our instrument is reliable to be used to conducting for this study.

Table 2: Gender of Respondents

	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
	Male	58	58.7	58.7	58.0
Valid	Female	45	45.3	43.3	100.0
	Total	103	100	100.0	

Table 2 shows the total frequency of respondent which is 103 in which 58 male respondents and 45 female respondents. In which male percentage is 56.3 and the female percentage is 43.7.
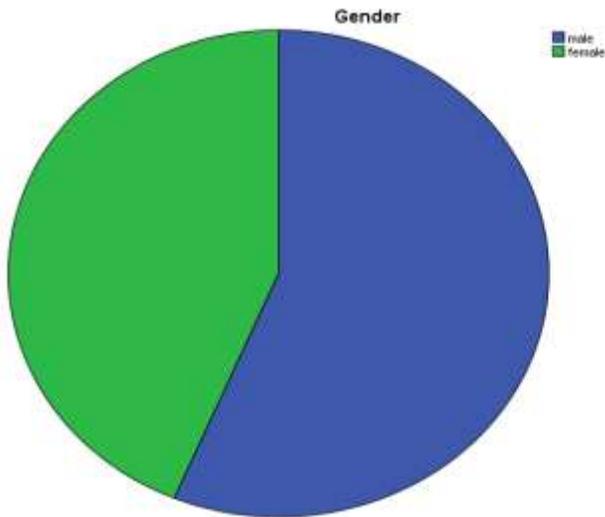
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Figure 1: shows the respondent percentage with respect to gender. For instance, green portion indicates the female respondents and blue portion indicates male respondents.

Table 3: Age of Respondents

	Age	Frequency	Percent	Valid Percent	Cumulative Percent
	18-31	7	6.8	6.8	6.8
Valid	32-34	40	38.8	38.8	45.6
	35-57	32	31.1	31.0	76.7
	58-70	24	23.3	23.0	100
Total		103	100	100	

Table 3 shows the respondent age 18-31 which frequency is 7 and contain 6.8 percentages and 32-34 which contain frequency of 40 and percentage is 38.8 and 35-57 which contain frequency in 32 and percentage 31.1 another age group is 58-70 which frequency is 24 and contain 23.3 percent.
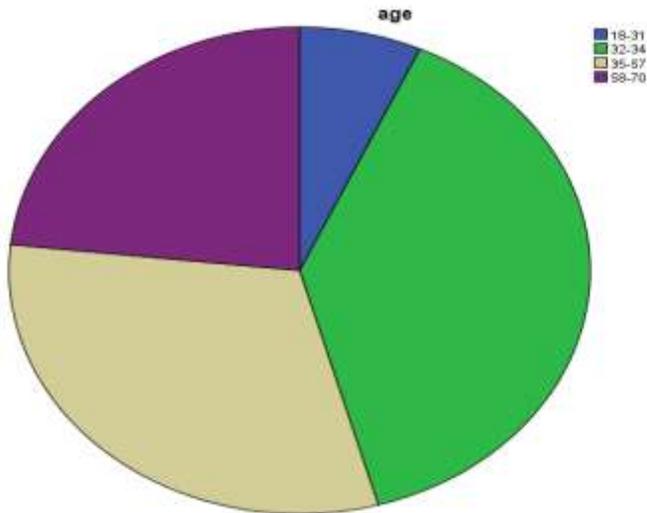
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Figure 2: shows that blue color indicates the respondent's 18-31.Green 32-34, Brown 35-57.and purple 58-70 age bracket respondents.

Table: 4 Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
Gender	1.00	2.00	1.4369	.49843
Age	1.00	4.00	2.5243	.80250
Perceived organizational politics.	1.42	2.83	2.3107	.24896
Job satisfaction.	2.00	4.20	2.8718	.71007
Organizational citizenship behavior.	2.26	5.84	2.9617	.73123

Table 4 shows the descriptive statistics of the variable's first Gender minimum 1.00, Maximum 2.00, mean is 1.4369 and the standard deviation is 0.49843. Then age minimum 1.00, maximum 4.00, mean 2.5243 and standard deviation 0.80250. For perceived organization politics values are minimum 1.00, maximum 2.83, mean 2.3107 and standard deviation is 0.24896. Job satisfaction values are minimum 2.00, maximum 4.20, mean is 2.8718 and standard deviation 0.71007. Organizational citizenship behavior minimum 2.26, maximum 5.84, mean 2.9617 and standard deviation is 0.73123.

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Table 5: Correlations

	Gender	Age	POP
Gender	1	-.015	-.005
Age	-.015	1	-.046
POP	-.005	-.046	1

As shown in the Table 5, the correlation between perceived organizational politics and gender is -.005 is negative and very low. Similarly the correlation between perceived and age is -.046 which is again negative and very low. So we can use these three variables as independent variable. Mainly, we want to see that how organizational citizenship and job satisfaction are effected by organizational politics. However, age and gender are being used as control variables as these variables have significant impact on job satisfaction and organizational citizenship behavior.

The correlation between independent variables shows no higher correlation and therefore, can be used for the investigation of this relationship. However and as expected, we are measuring the relationship between perceived organizational politics and other dependent variables such as job satisfaction and organizational citizenship behavior, the correlation is to be high, regardless of the sign. Hence, we are going to test how job satisfaction and organizational citizenship behavior related to the organizational politics in the next section.

Table 6: Regression Analysis

Model		Beta	T Value	Sig.
1	(Constant)	5.219	9.435	.000
	POP	-.626	-2.936	.004
	Gender	-.868	-8.157	.000
	Age	.137	2.075	.041
R Square		.448	F Value	26.774
Adj, R Square		.431	Sig	.000[b]
a. Dependent Variable: Job satisfaction.				

Table 6 shows that 43% of dependent variable is being explained by these independent variables because Adjusted R square value is .431.These are age, gender and perceived organizational politics. Further it shows that value of F 26.774 and significant and significant at 1%.Regarding hypothesis testing, Table 6 shows that Perceived organizational politics is negatively and significantly associated with job satisfaction. As shown in the table Beta value is -.220 and the t-value -2.936.

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Table 7: Regression Analysis

Model		Beta	T Value	Sig.
1	(Constant)	4.765	7.850	.000
	POP	-.404	-1.725	.088
	Gender	-.842	-7.209	.000
	Age	.134	1.850	.067
R Square		.373	F Value	19.653
Adj, R Square		.354	Sig	.000[b]
a. Dependent Variable: Organizational citizenship behavior.				

Table 7 Shows that the value of adjusted R square which is .354. And it indicates that 35% dependent variable explained by these independent variables, which is age, gender and perceived organizational politics. Table shows value of F 19.653 and significant at 1%.It shows that the perceived organizational politics is negative and significant. It means that increase in Perceived organizational politics results in the decrease in organizational citizenship behavior which is in line with the prior literature.

Table 8:Regression Analysis

Model		Beta	T Value	Sig.
1	(Constant)	.682	2.289	.024
	POP	-.116	-1.241	.218
	Gender	.018	.380	.705
	Age	.836	12.522	.000
R Square		.750	F Value	99.083
Adj, R Square		.743	Sig	.000[b]
a. Dependent Variable: Organizational citizenship behavior.				

Table 8 Shows the value of Adjusted R square is .743. It indicates that 74% dependent variable explained by these independent variables which are age, gender and job satisfaction.

Table also shows that F value 99.083 and significant at 1%. Job satisfaction is positive and significant on organizational citizenship behavior. It means that increase in job satisfaction with increase the Organizational citizenship behavior which is similar to the prior literature.

5 Results

5.1 Summary of the results

1. Perceived organizational politics have negative and significant impact on job satisfaction. It shows that H1: was accepted on this basis.
2. Perceived organizational politics and organizational citizenship behavior are negative and significant to each other. It shows that H2: is accepted.
3. Job satisfaction is positive and significant impact on the organizational citizenship behavior. It shows that H3: is accepted.

5.2 Discussion

This study investigates the relation of perceived organizational politics with demographics and organizational citizenship behavior and job satisfaction. In this study the results communicate that the perceived organizational politics is negative and significant to the job satisfaction. The reason is that when in any organization there is politics in the organization among the employees so, the dissatisfaction increases due to the politics. Findings showed a negative impact of the perceived organizational politics with the job satisfaction (Camman, Fichman, Jenkins, & Klesh, 1979). Lau, Newman, and Broedling (1980) also describes that organizational politics negatively impact on the job satisfaction. Next discussion is impact of perceived organizational politics on the organizational citizenship behavior. Findings state that perceived organizational politics has significant negative impact on the organizational citizenship behavior. According to Martin, Bowen, and Hunt (2002) there is a negative effect of perceived organizational politics on organizational citizenship behavior. When there is politics in the organization the organization citizenship behavior decreases because people are emotionally distracted by the politics in the organization.

The last finding was that job satisfaction is positive to the organizational citizenship behavior because when the employees are satisfied with their work and to the organization the organizational citizenship behavior increases. Bateman and Organ (1983); Lee and Allen (2002); MacKenzie, Podsakoff, and Ahearne (1998); Tepper, Lockhart, and Hoobler (2001); Organ and Konovsky (1989); Smith, Organ, and Near (1983) also found that the job satisfaction is positive to the organizational citizenship behavior.

When discussing perceived organizational politics in the context of demographic variables, it shows that the employees with long tenure are less involved in the organizational politics. And the employees with the short tenure are more involved in the politics for the familiarity in short term. It shows that increase in age and decrease in organizational politics. These findings are also described by Harris et al. (2007).

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6 Conclusion

This research was conducted on the topic impact of perceived organizational politics on job satisfaction and organization citizenship. The main purpose of this study to know the perception about the perceived organizational politics, to identify that how perceived organizational politics affects the Job satisfaction and Organization citizenship behavior. The researcher tries to find out the perception of people about the perceived organizational politics. In public organizations due to large span of management employees get ignored from their bosses due to this organization politics emerges. Pressure groups use their power in organization in wrong direction rather than in right way which create less job satisfaction and organization citizenship behavior.

It is expected that findings in this research will not only be useful in these selected organization. But also be prolonged to other public and the private sector organizations.

6.1 Implications of the study

This study discussed the impacts of organization politics on the organizational citizenship behavior and job satisfaction. This study enables the top management to deal with the organizational politics. Existing study also enables the management to know drawbacks of organizational politics. Now a days competition between the organizations is increasing tremendously at all levels and organizations with higher politics in their culture will eventually turn into less competitive than those with lower organizational politics. Previous studies also disused in this study to see the drawbacks of the organizational politics in the organizational level, how it ruins the organizational culture. This study explains the factors due to which there is decrease in the job satisfaction and organizational citizenship behavior. Findings of the study could be applied on the private and public both sectors.

6.2 Contributions and limitations of the study

The primary contribution of the study is the meaningful concept of perceived organizational politics, organizational citizenship behavior. This study also looks at different studies of the researchers which are described in this study. So the study contains different dimensions and the explanations which are very carefully described. In this study all the possible dimensions are covered in different sections.

Despite the contribution of the study there are some limitations. Firstly the sample size is small. The study contains 103 numbers of respondents. Secondly the target organization is public sector only; the private sector organization is missed. The third limitation of this study is the overreliance on self-reported feedback of the respondents which may contain a common method bias or the source error.

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