

Organizational Politics and its Influence on Work Outcomes

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Abstract: This study investigates the relationship of organizational politics and work outcomes such as job satisfaction, organizational citizenship behaviour (OCB) and organizational commitment and the influence of organizational politics on the turnover intentions of 120 supervisory employees in the garment industry. Questionnaires were distributed among supervisory level employees across all functional departments of the selected companies and 23 executives and twenty focus groups interviews were conducted in five large multinational companies involved in the garment industry. Consistent with the propositions, the study revealed that high organizational politics lead to lower commitment, job satisfaction and high turnover intentions. The findings support previous studies indicating 92.5 % of the respondents confirming the existence of organizational politics even though they are employed in multinational companies in the garment industry who have shown high interest in human resource development. The study reveals a very high turnover intention of 93.6 %. However OCB does not show a significant correlation with organizational politics. Supervisor ratings were limited by the fact that OCB was not observed as essential characteristics in the work environment, and surprisingly executives believed OCB was not a fundamental requirement in achieving targets. The study reveals that team oriented employee involvement programmes act as a moderator to organizational politics and employees engaged in such programmes are less affected by organizational politics.

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