



Politics in Organizations and Their Effect on Performance

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ABSTRACT

The current study's goal is to ascertain how perception of organizational politics (POP) effect organizational performance (OPE) in Jordanian public hospitals. 348 respondents from various positions in Jordanian public hospitals were given a questionnaire. PLS4 was used to evaluate these hypotheses. The results show a negative relationship between POP and OPE. To help public hospitals in Jordan support their capability and improve their OPE, this study gives managers empirical resilience to eliminate OP behaviors.

Keywords: Organizational Performance, Organizational Politics, Public Hospitals, Jordan

JEL Classifications: M

1. BACKGROUND OF STUDY

The concept of measuring and assessing the efficacy and efficiency of an organization's operations and activities is known as organizational performance, or OPE. In order to guarantee the greatest outcomes and expansion, OPE also seeks to accomplish the goals established for the company and make sure that operations are conducted properly and efficiently (Albloush et al., 2019). Organizational politics (OP) is one of the factors that many researchers have looked at in relation to OPE. OP has to do with the primary attributes of public services. Scholars from the field of political science have taken into consideration the political climate in the public sector (Albloush et al., 2019). OP refers to people's desire to influence others in order to guarantee secure individual or collective advantages inside an organization. Public organizations are more likely than other sectors to have OP (Albloush et al., 2021). Which could lead to a decline in public organizations' performance and citizens' faith in the government (Alghizzawi et al., 2024). Public-sector organizations were attacked by (JUMA,

2023) for being bureaucratic and stagnant. Because of the low degree of leadership, the poor OPE in public organizations brought on by OP practices may be political (Helms, 2016). According to (Ellen III et al., 2022) POP has a nonlinear relationship with both job stress and job satisfaction. In particular, when POP was extremely high or extremely low, it had the most negative effects on job satisfaction and the worst effects on job stress.

They pointed out that in order to focus attention and resources on accomplishing individual and organizational objectives, a certain amount of politics is required at the workplace. Additionally, POP is strongly linked to interactional justice and organizational trust. However, POP has also been linked to a number of other variables, such as negative associations with job performance, citizenship behavior, and job satisfaction and positive associations with stress, burnout, turnover intentions, and counterproductive work behavior (Shaukat et al., 2017). Therefore, while the importance of leadership has remained mostly predictable in public administration studies, it may be a topic that requires

more research (Alghizzawi et al., 2024). The social exchange theory and the leader-member exchange theory both hold leaders responsible for creating a fair workplace that meets the needs and goals of the business and its employees (Alghizzawi et al., 2024). To create a sense of equitable treatment, the organization should devise a plan to establish a solid rapport between the leader and the workforce. Treating people fairly can lower POP and improve job results, which in turn can increase OPE. (ALQudah and Muradkhanli, 2024). In addition to a discernible decline in the caliber of comprehensive services offered by government institutions, Jordan's public sector is confronted with some issues that have impacted its effectiveness in achieving its goals (Albloush et al., 2022). OPE may suffer as a result of OP's obstruction of organizational processes like incentives, training opportunities, wage raises, and promotions. Additionally, OP undermines public confidence in the administration (Al Shibly and Alghizzawi, 2024). Furthermore, some research examines the elements that contribute to reducing the detrimental impact of OP on OPE, including interpersonal mistrust, task and relationship conflict, and differential treatment (Albloush et al., 2024), other studies employ a different dependent variable, previous research linking OP and OPE in Jordan focuses on a single organization. Several government agencies and other moderating factors are used in this study. Thus, the purpose of this study is to investigate how OP affects OPE in the Jordanian public hospitals.

2. LITERATURE REVIEW

The moderating influence of leadership styles and OPE may be explained by the leader-member exchange (LMX) idea (Lo et al., 2013) exchange theory, which advocates for stronger consistency between managers and individuals, is in line with LMX. These theories contend that reasonable expectations and equitable social interactions between supervisors and employees are necessary for achieving high performance. Because they may reject or renegotiate the roles assigned by their leaders, employees have cyclical expectations from their bosses and are not passive recipients of parts. The mutual method is energetically established and based on equality and fairness of exchange and opportunity (Bernstein and Bozic, 2023).

2.1. Performance of the Organization (OPE)

In business management, OPE is a term used to characterize how an organization accomplishes its objectives and completes its duties in an effective and efficient manner. According to (Alharafsheh et al., 2022), OPE is regarded as a measure of an organization's capacity to accomplish its goals, successfully carry out its strategies, and produce exceptional and long-lasting performance that supports the accomplishment of the organization's objectives and boosts its competitiveness in the market. Why some organizations flourish while others fail is one of the most important questions in the corporate world. Regardless of whether an organization is non-profit or for profit, OPE is the most crucial issue (Moczulska et al., 2019). Different definitions of performance have been offered by academics. Performance is still a contentious issue among academics (Ryan and Deci, 2020). Performance, according to (Taouab and Issor, 2019), is equivalent to the economy, efficiency, and efficacy of a specific program or operation. OPE, according

to (Ochieng, 2023) is an organization's capacity to accomplish its goals through efficient resource use.

2.2. Politics Within an Organization (OP)

Numerous research that have looked into OP have used various methodologies. Observations of OP by employees, which is defined as "behavior strategically designed to maximize self-interests and therefore contradict the collective organizational goals or the interests of other individuals" (Gilmore et al., 1996), have also been heavily studied. Research that helped create the idea of OP (Albloush et al., 2019). Showed that the OP in the workplace appeared to be self-serving acts taken by individuals to achieve their own goals, at the expense of other people and the interests of the overall organization. According to earlier research, POP dimensions—such as general political conduct, compensation and promotion policies, and going along to gain a head—are a good indicator of OP (Ochieng, 2023; Ryan and Deci, 2020; Taouab and Issor, 2019). Since it is evident that POP and fairness are related, these research provide examples of how they relate to one another. According to procedural justice theory, OP is connected to LMX theory and the decision-making process (Sarti, 2019).

3. HYPOTHESES DEVELOPMENT

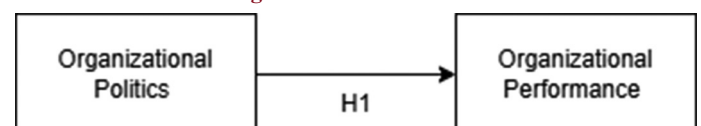
3.1. OP and OPE

Previous research that looked at the relationship between OP and OPE discovered that OP had a detrimental effect on OPE. POP has been linked to poor work performance, lower job satisfaction, higher turnover rates, and anxiety and tension at work, according to numerous empirical studies (Heydari et al., 2020). (Daniel, 2018) contend that while people may continue to work in reaction to POP, they may exhibit more careless conduct, such as ignoring their fundamental obligations. These obligations suggest that POP may lower employee motivation, which would lower the caliber of workers' job performance. As a result, we believe that people's perceptions of POP have a detrimental impact on the overall performance of the company. Cheung and Kim (2022) discovered a negative correlation between OP and OPE. They claim that it is logical to assume that OP may have a detrimental effect on OPE by impairing workers' job satisfaction and increasing stress and anxiety associated to the job. Moreover, Albloush et al. (2021) imply that people's performance, such as contextual performance, which leads to attaining organizational objectives and boosting OPE, is also negatively influenced by OP. Thus, we framed the following hypothesis:

H₁: OP is negatively related to OPE.

The study models showed in Figure 1.

Figure 1: Research model



4. METHODS

4.1. Sampling

This research employed a descriptive-survey methodology. Data was gathered via an online survey created using Google Forms (<https://docs.google.com/forms/u/0/>). A cover page outlining the survey's objectives and target audience, stressing that participation was voluntary and anonymous, and guaranteeing that the information would be kept private and used exclusively for academic purposes kicked off the questionnaire. The opinions of the respondents on all factors and demographic traits were gathered in the other parts. Employees from several Jordanian public hospitals made up the study population. A convenience sample was chosen because of Jordan's enormous public sector workforce. There are over 218,000 people working in Jordan's public sector (Lassassi and Alhwarin, 2018). The researchers visited a number of public hospitals and obtained verbal authorization from human resource managers prior to beginning the distribution of the electronic questionnaire. With the help of human resource managers, friends, family, and acquaintances, the researchers created an electronic questionnaire and shared the link with public sector workers, asking them to forward the information to other public sector employees. Consequently, 320 of the 361 questions were suitable for analysis.

4.2. Measurement

A five-point Likert scale was used to measure every study variable. The POP scale, which was modified from (Alghizzawi et al., 2024), in the Jordanian context, was used to quantify OP using 12 items. POP sample goods included:

- "Favoritism rather than merit determines who gets ahead around here"
- "There is a group of people in my department who always get things their way because no one wants to challenge them."

Twelve items were used to test OPE, and the BSC approach was employed in this investigation. The OPE items were modified from (Albloush et al., 2024), which was also utilized in the Jordanian context by Albloush et al. (2022). OPE sample goods included:

- "The time taken to provide services is completely acceptable"
- "Innovation is encouraged in my department"

4.3. Analysis

The data was analyzed and the hypotheses were tested using PLS-SEM. Average variance extracted (AVE), factor loading, composite reliability (CR), and discriminant validity were used; loading and CR had to be 0.60 or higher, while AVE had to be 0.50 or higher (Sarstedt et al., 2019). Test of discriminant validity based on Fornell and Larcker (1981) work. The hypotheses were tested using path coefficient bootstrapping.

5. RESULTS AND DISCUSSION

5.1. Sampling Profile

Table 1 shows the respondents' profile for this research, with more males than females (66% males and 34 females). Most respondents held a bachelor's degree (62%), 31% of respondents between 40 years and <50 years, and 31% had experience between 10 and 20 years.

5.2. Results of Measurement Model

As shown in Table 2 and Figure 2, all values of factor loading, CR, and AVE were achieved. Factor loading between (0.52 and 0.86), CR for OP is 0.93 and for OPE is 0.95, and AVE for OP and OPE more than 0.50. Table 3 shows the results of discriminant validity, which were also confirmed.

5.3. Results of Structural Model

This study applied bootstrapping in PLS4 to test the hypotheses. Figure 3 shows the R² value for the structural model, which indicates that OP explain 0.023 of the variance in the OPE.

Table 4 and Figure 4, show that OP ($\beta = -0.153$, $t = 2.377$, and $P = 0.017$) had a negative effect on OPE. Therefore, H₁ is

Table 1: Respondents' profile

Category	Category	Frequency	Percentage
Gender	Male	200	63
	Female	120	37
Educational level	Diploma and less	80	25
	Bachelor	220	68
	Postgraduate	20	7
Age	18-<30 years	120	37
	30-<40 years	130	40
	40-<50 years	40	13
	More than 50 year	30	10
Experience	<10 years	105	32
	10-<20 years	155	48
	20-<30 years	50	15
	More than 30 years	10	5

Table 2: Measurement model results

Constructs	Factor loading ≥ 0.50	CR ≥ 0.60	AVE ≥ 0.50
POP	0.78	0.93	0.53
	0.76		
	0.73		
	0.79		
	0.64		
	0.72		
	0.74		
	0.73		
	0.74		
	0.72		
	0.68		
	0.70		
OPE	0.83	0.95	0.61
	0.86		
	0.77		
	0.52		
	0.65		
	0.75		
	0.83		
	0.81		
	0.83		
	0.84		
0.77			
0.82			

Table 3: Discriminant validity

Construct	OP	OPE
OP	0.73	
OPE	-0.153	0.78

Table 4: Main hypothesis result

H ₁	Original sample (O)	Sample mean (M)	STDEV	T-value	P-values	Decision
OP→OPE	-0.153	-0.183	0.064	2.377	0.017	Supported

Figure 2: Measurement model

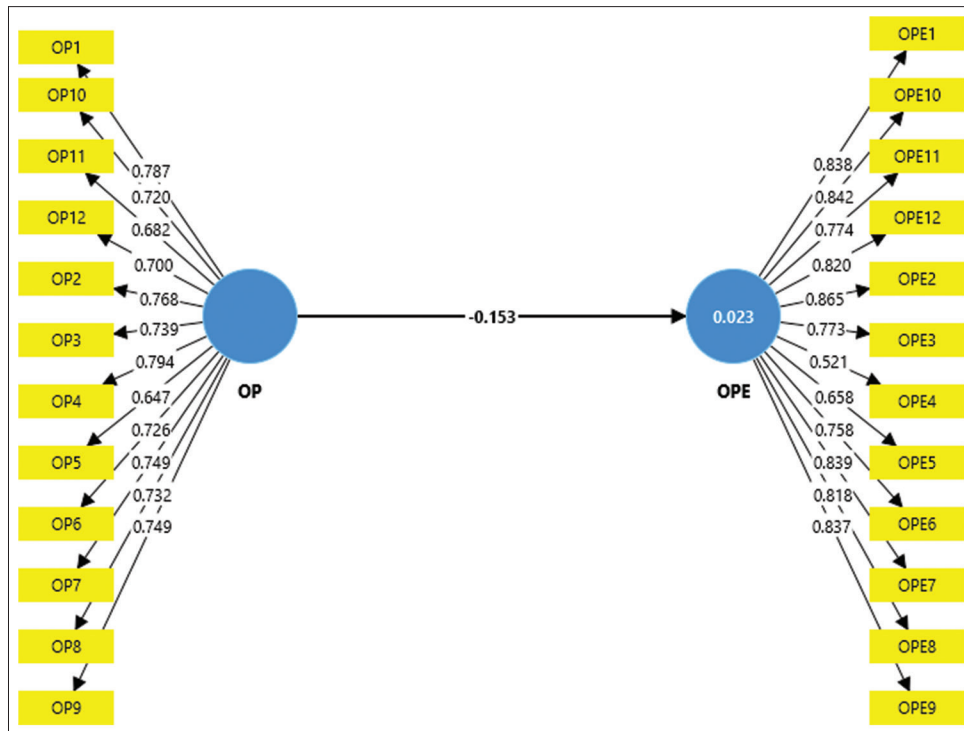


Figure 3: R-square result

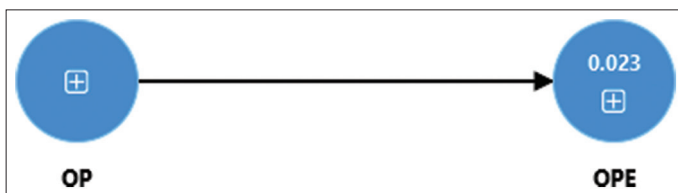
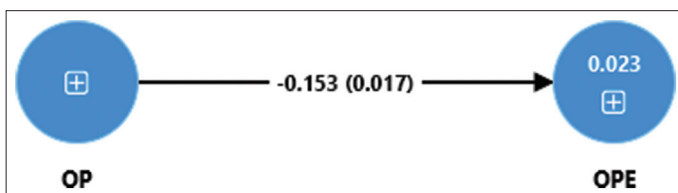


Figure 4: Main hypothesis result (Structural model)



supported. H₁ indicates that OP has a negative impact on the OPE of Jordanian public-sector organizations. When employees engage in unhealthy political behaviors, such as sabotaging their colleagues or hiding information, this can create a toxic job environment that hinders cooperation and teamwork, leading to decreased productivity and performance. OP can also affect the allocation of resources within an organization. If individuals or groups with greater political power are favored over others, this may lead to an unequal distribution of resources, which may negatively affect performance. Furthermore, a workplace characterized by high levels of OP can lead to low morale

among employees. When employees realize that promotions and rewards are determined by politics and not by merit, they may become frustrated, leading to decreased performance. When employees observe high levels of politics, they can lead to negative results such as decreased job satisfaction, decreased commitment, and decreased performance. On the other hand, OP often lead to conflicts and increased tension among employees which may shift their focus away from their core job responsibilities and reduce their overall performance, thereby reducing their overall performance, thus, negatively affected OPE. Our results are in line with those of (Alshammari et al., 2022).

6. CONCLUSION AND RECOMMENDATIONS

Important theoretical ramifications of the negative relationship between OP and OPE in public organizations are provided by this study. The idea that OP has a substantial influence on how Jordanian employees perceive their workplace is empirically supported by the detrimental effect of OP on OPE. People are more likely to perceive their workplace as one that lacks personal trust or is characterized by unfairness and unpredictability when OP practices are in place. The current analysis offers the Jordanian public sector’s decision-makers a number of recommendations. Transparency is improved first. Public policies and regulations should be made widely available in order to

reinforce the public sector's commitment to transparency. To communicate with employees and citizens and to distribute organizational information, electronic platforms can be developed. Second, training and awareness among employees. Employees must participate in regular ethics and OP training sessions, which include informative workshops on the value of positive behavior. Third, turning on supervision and observation. Regulatory bodies are required to keep an eye on how regulations are being applied and deal with any bad practices that could enhance an organization's performance. Fourth, we promoted reporting infractions. Workers must be encouraged to report infractions within the company in a private and secure manner. Whistleblower protection and the avoidance of punishment for truthful reporting must be guaranteed. Fifth, it promotes good government. It is necessary to reinforce the principles of good governance in the public sector, including accountability, openness, and effective engagement. Sixth, encouraging an ethical and moral society. Campaigns for awareness and education are necessary to improve the integrity and ethics culture in government organizations.

It is important to note that this research report has a number of limitations. First, it exclusively looked at Jordan's public sector. Therefore, extrapolating the results to Jordan's private sector might not be a good idea. Future studies can thus take advantage of this chance to adapt this research framework to the public sector. The fact that this study was restricted to workers in government agencies is another drawback. The same structures should be examined in all Jordanian governmental agencies, according to this study. Another drawback of this study is the sampling strategy employed. Specifically, convenience sampling was used in this study. Therefore, future research should think about utilizing improved sampling designs, like stratified random sampling, to get more meaningful data. There is room for future research to include transformational leadership or corporate culture as a moderating variables between OP and OPE, as suggested by Abba and Awan (2015).

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