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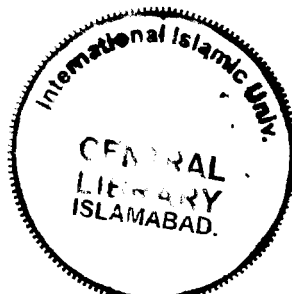
CONFLICT OUTCOMES: MEDIATING ROLE OF PERCEPTION OF ORGANIZATIONAL POLITICS



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**CONFLICT OUTCOMES: MEDIATING ROLE OF
PERCEPTION OF ORGANIZATIONAL POLITICS**

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A thesis submitted in partial fulfillment of the requirements for the Degree of Master of
Philosophy/Science in Management with specialization in Management at
the Faculty of Management Sciences
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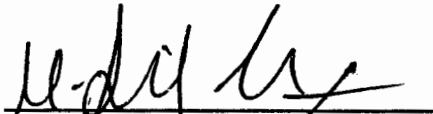
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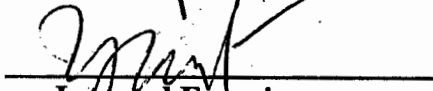
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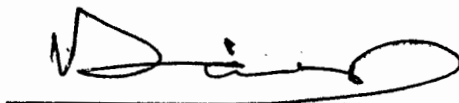
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**IN THE NAME OF
ALLAH, THE MOST MERCIFUL AND BENEFICIENT**

Dedication

"To my great parents, my wife and my beloved Daughter"

ABSTRACT

This study investigated relationships between conflict types (relationship conflict and task conflict) and employees' behavioral outcomes (job satisfaction, job performance, intention to quit, organizational workplace deviance, interpersonal workplace deviance and job stress) along with mediating role of perception of organizational politics. Sample of (N=264) full time employees from six public and private sector organizations was taken for data collection through self administered questionnaires. Several statistical tests (correlation analysis, regression analysis and mediated regression analysis) were applied and results analyzed to check the hypotheses. Results of the study confirmed previous research results, moreover, were consistent with theoretical background as hypothesized. It was found that conflict types were positively related to intention to quit, organizational workplace deviance, interpersonal workplace deviance and job stress. In addition to direct relationships, mediated regression analysis proved mediating role of perception of organizational politics. Perception of organizational politics mediated between relationship conflict and job stress and intention to quit.

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DECLARATION

I hereby declare that this thesis, neither as a whole nor as a part thereof, has been copied out from any source. It is further declared that I have prepared this thesis entirely on the basis of my personal effort made under the sincere guidance of my supervisor.

No portion of the work, presented in this thesis, has been submitted in support of any application for any degree or qualification of this or any other university or institute of learning.

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ABBREVIATIONS

POPS: Perceptions of Organizational Politics

Job Sat: Job Satisfaction

I2Q: Intention to Quit

Job Perf: Job performance

ITP Dev: Interpersonal Deviance

ORG Dev: Organizational Deviance

CHAPTER - 1

INTRODUCTION

An extensive research has been done on two important constructs, conflict and politics. Conflict is a phenomenon that influences organizations at almost every level and process (Barki & Harwick, 2001). Conflicts have negative outcomes and harmful for individuals as well as for organization (Jehn & Mannix, 2001; Jehn, 1995, 1997; Amason, 1996). Conflict is functional as well as dysfunctional in nature (Amason & Schweiger, 1994; Amason, 1996; Jehn, 1993, 1995). Where as politics is general phenomenon of almost every organization (Ferris & King, 1991; Zhou & Ferris, 1995; Vigoda & Cohen, 2002). Organizational politics also have negative outcomes and harmful for individuals as well as for organization (Drory & Romm, 1990; Vigoda, 2000, 2002; Kacmar & Ferris, 1993; Ferris, Russ & Fandt, 1989; Byrne, 2005). The construct of organizational politics is also functional and dysfunction in nature (Ferris et al., 1989 Ferris & Kacmar, 1992; Drory, 1993; Cropanzano, Howes, Grandey & Toth, 1997). This resemblance between two constructs shows their strong relationship with each other (Mintzberg, 1985). The basic purpose of my research thesis is to find possible relationship of these two important variables, and to investigate the conflict- politics outcome, that how these two construct have significant impact on attitude and behaviors such as Job performance, job satisfaction, Intention to quit, stress and workplace deviance.

Among the major objectives of my study are, Firstly to conduct a theoretical examination of conflict, politics outcomes. Secondly, this research is focused on proposing as well as

empirically testing a conceptual framework of relationship between conflict type (relationship & task conflict) organizational politics and work outcomes such as job performance, job satisfaction, intention to quit, job stress, interpersonal and organizational work place deviance. Thirdly this study attempts to investigate the mediating role of organizational politics in relationship with conflict types (relationship and task conflict) and outcomes (job satisfaction, intention to quit, job stress, job performance, interpersonal and organizational workplace deviance). Fourth, this study empirically investigates the direct relationship of relationship and task conflict with interpersonal and organizational work place deviance. Fifth, this research also empirically investigates the impact of perception of organizational politics on interpersonal and organizational workplace deviance.

1.1 Significance of the Study

Organizational conflicts would instigate destructive and undesirable activities such as politics that hinder individual and organizational performance. Hence, study of conflict could help managers to realize these devastating effects. Further, current study investigates possible intervening variable to identify the reasons for lowered individual positive outcomes or, in other words, enhanced negative outcomes. Theoretically, current study tends to explore some critical and significant relationships which could help to understand the organizational conflicts and individual outcomes, to the best of author knowledge, such relationships have never been explored in any published research study. First, relationship between conflicts types and individual's perception of organizational politics would identify the path to towards adverse individual consequence. Second,

examination of possible individual outcomes (interpersonal workplace deviance and organizational workplace deviance) as reasons of organizational conflicts and organizational politics would explain the negative consequences of organizational conflicts. Thus, current study has both theoretical and practical significance in organization behavior literature.

1.2 Organization of the Study

Second Chapter of my thesis consists of literature review of all variables of the study. Firstly, it discusses the literature of conflict and their types (relationship conflict and task conflict). Secondly, it gives review of conflict types such as relationship and task conflict with outcomes of study such as job performance, job satisfaction, intention to quit, job satisfaction, work stress, interpersonal and organizational workplace deviance. Thirdly, it reviews the literature of organizational politics and its linkages with outcome such as job satisfaction, Intention to quit, job performance, interpersonal and organizational deviance. Lastly, it discusses the mediated role of conflict types and perception of organizational politics. Chapter 3 explains the research methodology of this study, which explains the method of data collection and the measures used for all the variables. Chapter 4 discusses the results of the study. Three tables explain the results; Table 1 shows Descriptive Statistics and Reliabilities, Table 2 present the regression analysis results of study. Table 3 explains the mediation results. Chapter 5 consists of discussion of the study that explains theoretical and practical implementation of this research along with future research direction, limitation, references and appendix.

CHAPTER- 2

REVIEW OF LITERATURE

2.1 Conflict

Conflict is widely defined as awareness by the parties involved of differences, contradictory wishes and interpersonal incompatibilities (Boulding, 1963). Mack and Snyder (1957) define conflict as a “particular kind of social interaction process between parties who have mutually exclusive or incompatible Values” (p. 212)

Pinkley (1990) analyzed multidimensional framework for conflicts: including Emotional against Intellectual, Compromise against Win and Task against Relationship conflict.

Guetzkpow and Gye (1954) differentiated conflict on the basis of substance of assignment (task) and interpersonal relation, whereas Priem & Price (1991) characterized two conflict types, one is task-related conflicts and other is social emotional conflicts which come up from inter-personal disagreement not straightly linked to task.

Based on the work (Amason, 1996; Guetzkpow & Gye 1954; Pinkly, 1990; Priem & Price, 1991; Wall & Nolan, 1986) Jehn (1995) purposed that conflict are of two type task conflict and relationship conflict. Later, Jehn (1999) introduced another conflict type which she called process conflict.

2.2 Relationship Conflict

Relationship conflict is a perception of inter-personal incompatibility, which normally consists of affective factors like friction, tension, animosity and impatience (annoyance).

Relationship conflict refers to interpersonal disagreements or involves personal matters such as hate among persons which in general leads toward feeling of nuisance, exasperation, enragement and aggravation (Jehn & Mannix, 2001; Jehn, 1995, 1997; Amason, 1996).

2.3 Task Conflict

Task conflict arise over substantive issues, similar to cognitive conflict, it's a conflict when there is a difference in perspective, opinion and ideas about the accurate approach to perform a task (Amason & Sapienza, 1997; Jehn, 1995, 1997; Jehn & Minnax, 2001).

2.4 Process Conflict

Process conflict has concern about matter of responsibility or logistic issues that how task to be performed or talk about resource allocation (Behfar, Mannix, Peterson & Trochim, 2002). Weingart (1992) differentiated task and process conflicts, according to him task issue emphasizes on objective of task, therefore, task conflicts move just about the substance of task, where as process conflict moves around how task accomplished. It is a matter of duty that who should do what and what kind of duties people should get. When the members in a work unit deviate about performing duties conflict arises, that conflict is termed as process conflict (Jehn, Northcraft & Neale, 1999; Jehn & Mannix, 2001; Jehn, 1997). This study measured the role of conflicts in individuals. Among three broad types of conflicts the process conflict is normally discussed in logistic issues and these issues have to do with group level of analysis (Jehn & Mannix, 2001). Therefore, present study investigated the impact of relationship and task conflict among individuals.

2.5 Conflict and Outcomes

Conflict is dynamic in nature, conflict can be a functional and dysfunctional (Amason & Sapienza, 1997). Literature suggested harmful consequences of relationship conflict on individual, job performance and job satisfaction (Jehn 1995; Shah & Jehn 1993). Shah and Jehn (1993) examined the link of relationship conflict with employee's performance and found negative relationship between them. While Pelled, Eisenhardt & Xin (1999) and Jehn (1995) explored the impact of relationship conflict on individual and group performance and found no significant relationship between them. These mix result may suggest that people having relationship conflict may avoid working with each other (Pelled et al., 1999). Jehn and Bendersky (2003) and Meta analysis by De Dreu and Weingart (2003) elucidated the negative connection of relationship conflict with job performance and job satisfaction.

Task conflict can be a functional, task conflict shows to be a beneficial to performance it may depends on the complexity of task (Jehn & Minnax, 2001). The difference of opinion or ideas about tasks being done is beneficial in groups (Jehn, 1995; Eisenhardt & Schoonhoven, 1990; Shah & Jehn, 1993; Jehn & Mannix, 2001). Pelled et al. (1999) identify significant positive connection among task conflict and group performance, where as Jehn, Chatwick & Thatcher (1997) examine the association between task conflict with employee performance and their satisfaction and found negative relationship among them. Amason and Schweiger (1994) explored the paradox behavior of task conflict and recommended that people should involve in task conflicts for higher level of performance. It may increase job performance, and decrease satisfaction. However, De Dreu & Weingart (2003) Meta analysis suggested that in sum there is negative

relationship between task conflict and job satisfaction and job performance and need to be further investigated. This research is an attempt to further investigate the impact of relationship and task conflict with job performance and job satisfaction. On the basis of these literature supports this study hypothesized that:

Hypothesis 1a: Relationship conflict will be negatively related to job performance and
job satisfaction

Hypothesis 1b: Task conflict will be negatively related to job performance and job
satisfaction

According to Robinson and Bennett (1995) workplace deviance is “voluntary behavior of organizational members that violates significant organizational norms, and in so doing, threatens the well-being of the organization and / or its members” (p.556). Organizational Deviance is a response to annoying stressors; it may be social, financial and working conditions (Robinson & Bennett, 1997). A behavior is said to be deviant when an individual or group in an organization violated or break the rules, traditions or internal regulation (Robinson & Bennett, 1995).

Researchers give different name to these behaviors like workplace deviance (Bennett & Robinson, 1997), Aggressive Behavior (Anderson & Pearson, 1999), Counterproductive behavior (Mangione & Quinn, 1975), and Anti-social behavior (Giacolone & Greenberg, 1997). Robinson and Bennett’s (1995) framework of workplace deviance categories workplace deviance into two categories including interpersonal workplace deviance and organizational workplace deviance. Interpersonal deviance behavior is between individuals and employees of an organization who engage in deviant behaviors such as sex harassment, verbal and physical aggression (Robinson & Bennett, 1995). While

organizational deviance is a behavior between the employees and organization that engage in behaviors like theft, putting little effort in to work, sabotage (Robinson & Bennett, 1995).

When members in an organization experience conflict, they may show deviant behavior (Merton, 1957). It is difficult for the professionals to avoid conflicts in organization and conflict may lead to the adoption of deviance behavior by workers. Literature gives limited support between conflict and workplace deviance (interpersonal and organizational). This research argues that conflict is a stressor which may leads to interpersonal and organizational deviant behavior and it needs to be empirically investigated. So this study hypothesis that both conflict types relationship and task conflict may positively related to interpersonal and organizational deviance.

Another important construct of this research is job stress. Stress occurs when a key responsibility is assigned to individuals with out proper authority (Vansell, Brief, & Schuler, 1981). According to Beehr (1990) stress occur when employee feel embarrassment in an organization. Stress is individuals feeling when work demand exceed the individual's belief of their ability to manage (Edwards, 1992). Job stress is due to stressors (individuals and organizational) which leads to negative physical, psychological or physiological reactions (Kahn & Byosiere, 1993). There are seven situational stressors and conflict is on them (Parasuraman & Alutto, 1981), work and non work conflict increase stress in workplace and affect on employees attitudes and behaviors (Babin & Boles, 1998). Jamal (2007) argue that work conflict is one factor that creates stress in organization and work conflict was significantly related to stress.

Friedman, Currall and Tsai (2000) investigate mediating role of job stress in relationship with task and relationship conflict. Literature supports that task conflict is more complex and job stress is one of the consequences of task conflict (Baron, 1990). Relationship conflict relates to inter-personal incompatibility, which normally consists of affective factors like friction, tension, animosity, and impatience (Jehn, 1995, 1997; Amason, 1996). These arguments suggest that relationship conflict may create stress in workplace. This research is an attempt to empirically investigate the relationship of both conflict types in relation with job stress. So this research hypothesizes that relationship and task conflict may be positively related to job stress.

Another important construct of this study is intention to quit. Intention to quit is defined as employee's decision to leave the organization (Mobley, 1977). Employee may leave the organization voluntarily or involuntarily due to certain reasons; voluntary turnover may be due to unfavorable work environment or may be due to better career objectives and may be due to more attractive financial sources whereas involuntary turnover is normally from employer or organizational side. Organization may want to terminate the employee due to incompatibilities, or retire the person due to old age and death is also included in involuntary turnover (Des & Shaw 2001). The consequences of employee turnover are very important, when employee leaves the organization the organization bears cost of selecting, recruiting and training the new employee (Dalton, Todor & Krackhardt, 1982). Employee's turnover indirectly reduces the morale of remaining employees and loss of social capital (Des & Shaw 2001). The cost of employee turnover is difficult to measure especially when employee is a good performer and has a high degree of knowledge and

skill (Des & Shaw, 2001). One purpose of my research study is to investigate the antecedents of intention to quit, relationship and task conflict may one of the possible antecedents of intention to quit. Literature gives strong support of positive relationship between task, relationship conflict and intention to quit (Jehn 1995; Medina, Munduate, Dorado, Martinez & Guerra, 2000). This study is an attempt to further investigate the relationship of conflict types with intention to quit.

Above mentioned literature suggested that relationship and task conflict may relate to outcomes such as workplace deviance, intention to quit and job stress. This study hypothesis that:

Hypothesis 2a: Relationship conflict will be positively related to organizational deviance, interpersonal deviance, job stress and intention to quit

Hypothesis 2b: Task conflict will be positively related to organizational deviance, interpersonal deviance, job stress and intention to quit

2.6 Perception of Organizational Politics

Power struggles, conflict, consensus building and self serving interests are the bases of political process (Drory, 1993). Mintzberg (1983) define politics as “individual or group behavior that is informal, ostensibly parochial, typically divisive, and above all, in the technical sense, illegitimate – sanctioned neither by formal authority, accepted ideology, nor certified expertise” (p. 172). Mintzberg (1985) relates politics with conflict and called it political arena. Drory and Romm (1988) give seven factors of politics, power attainment, concealed motive, conflict, acting against organization, formal, informal and illegal behavior. Drory and Romm (1990) argue that there are controversies in defining

the construct of politic and no general and basic definition explained the complexity of this construct.

However Ferris et al., (1989) argues that the construct of politics is three dimensional construct. Kacmar and Ferris (1991) described three dimensions as first, "General political behavior", individuals self serving behaviors to gain preferred outcomes, Second "Go along to get ahead", in which individual show silence and act passively for their own benefits. Third, "Pay and promotion policies", Individuals involve in implementation of policies and reacts politically in decision- making process.

2.6.1 General Political Behavior

Political behavior is high in organizations where rules and policies for guidance are not clearly defined by authorities (Fandt & Ferris, 1990; Ferris et al., 1989; Kacmar & Ferris, 1993; Kacmar & Carlson, 1997; Drory & Romm, 1990). In organizations, where no rules and polices exist, individuals gradually develops their own rules and polices for self interest and for getting better position in organizations.

Another important factor that influenced by ambiguity is a decision making process. When decision making process is uncertain it may found to be influenced by politics (Drory & Romm, 1990). People make decisions independently based upon their own interpretation when organizations have no well-defined rules, policies and guidance which results in irrational decision making and involvement of politics in decision making process (Cropanzano, Kacmar & Bozeman, 1995).

Scarcity of valued resources such as transfers, raises, office space, budgets causes rivalry among individuals and groups leads toward politics. The organizations which have

limited valued resource may have high political environment (Kacmar & Carlson, 1997). Attractive and beneficial resources may also be important factors of political behavior (Drory & Romm, 1990). "In some cases, a scarce resource, such as the organization's tickets to a sporting event, may only be valued by a few individuals, and hence, the actions engaged in to secure this resource may not be as competitive as those used to secure a scarce resource valued by all, such as a raise or a promotion"(Kacmar & Carlson, 1997 p.630).

2.6.2 Go Along to Get Ahead

In organization few individuals shun conflict, and therefore, they do not oppose others influence. Generally conflict avoidance behavior seems a non-political activity, but it is a form of political behavior (Kacmar & Carlson, 1997; Farris & Kacmar, 1992). In organizations political and non political behaviors are differentiating on the basis of individuals intentions (Drory & Romm, 1990). If a behavior is sanctioned specifically for the purposes of one's own self-interests, then the individual react politically. In this approach, individuals silently achieved desired goal. Conflict arises in an organization when the self-serving behavior shows peril to curiosity of others (Porter, Allen & Angle, 1981). Go along to get to the ahead, can be a logical and lucrative approach to take in order to precede one's own self-interests when working in a political surroundings (Kacmar & Carlson, 1997).

2.6.3 Pay and Promotion Policies

The last dimension of perception of politics is pay and promotion policies that how organization is effected by political behavior through implementation of policies (Ferris et al., 1989). According to Kacmar and Carlson (1997) political activities is involved in reward system of organizations through different ways like “individually oriented rewards induce individually oriented behavior” (p. 631). Individually oriented behavior is opposite to organizational behavior, it may be political or self serving behavior. Thus it may create environment that promotes political behavior (Kacmar & Carlson, 1997). Pay and promotion policies influenced by political behavior also affect the individuals who do not act politically in organizations. Consequently people who perceived inequity regarding rewards may more involve in political activities in future (Kacmar & Ferris, 1993; Kacmar & Carlson, 1997).

2.7 Politics and Outcomes

When employees in an organization sense political environment they feel depressed and unfair treatment. Initially they show less affection for organization, such attitudes and responses are not under organizational control and these responses shifted to frustration in an organization and this frustration eventually lead toward job dissatisfaction (Vidoga, 2000).

Drory (1993) examine the relationship among politics and job satisfaction and found negative correlation between these variables. According to Ferris, Frink, Galang, Kacmar

& Howard, (1996) there is a negative correlation between perception of organizational politics and job satisfaction, politics has harmful effect on job attitudes (Mowday, Steers & Porter, 1979). It has a significant effect on job satisfaction and the overall climate of the organization (Vigoda, 2000). On the basis of above mentioned literature this research hypothesis that organizational politics may negatively related to job satisfaction.

Employee's turnover indirectly reduces the morale of remaining employees and loss of social capital (Des & Shaw, 2001). The cost of employee turnover is difficult to measure especially when employee is a good performer and has a high degree of knowledge and skill (Des & Shaw, 2001). Job attitudes may leads to actual behaviors (Vigoda, 2000) the organizations where employees perceived high organizational politics may hearten to leave the organization psychologically as well as physically (Cropanzano et al., 1997). Employee may actually present in organization but may think about political consequences or and other things (Bozeman, Perrewe, Kacmar, Hochwarter & Brymer, 1996). An indicator of psychological intention to leave, talking with employees about non work related matters (Hulin, 1991).

Ferris, Harrell-cook, and Dulebohn (1998) suggest that perception of organizational politics leads toward negative consequences and intention to quit is one of the major outcomes. When employees in an organization mistreat politics to attain egotism, and thus break organizational rules and norms, the effect on employees is foreseeable. The employees who suffer due to politics may respond in different way, and one way to respond is intention to quit. Thus I expect that organizational politics is positively associated to intention to quit.

Hochwarter, Witt, and Kacmar (1997) suggested that job performance should be empirically examined in relation with organization politics. Randall, Cropanzano, Bormann & Birjulin (1999) first time empirically examine the relationship of perception of organizational politics with job performance and found non significant relationship between these constructs. However Vigoda (2000) examine the same relation and found positive relationship between perception of organizational politics and job performance. Further more Ferris, Adams, Kolodinsky, Hochwarter, and Ammeter, (2002); Witt, Kacmar, Dawn, Carlson and Zivnuska, (2002); Randall, Cropanzano, Bormann & Birjulin (1999); Hochwarter, Witt & Kacmar (2000) found insignificant relationship between politics and job performance. Meta analysis by Miller, Rutherford and Kolodinsky (2008) gives no clear evidence of negative relationship between these variable and suggest further examination between perception of politics and job performance. As suggested Miller et al., (2008) this research further examine the relationship between these two construct and except negative relationship between politics and job performance.

Job stress is one of the key variables of this research. Literature gives strong support that the politics move towards different stress related impacts in organizations (Jex & Beehr, 1991; Matteson & Ivancevich, 1987; Ferris, Dulebohn & Harrell-Cook, 1996). According to Matteson & Ivancevich (1987) stress is “An adaptive response, moderated by individual differences, which is a consequence of any action, situation, or event that places special demands upon a person” (p. 10). Beehr (1990) defines stress as any aspect due to which employees feel uneasiness in a workplace. Selye’s (1975) defines stress as

reaction of stressful occasions, which may be physiological, psychological and behavioral factors. Literature suggest that job stress in organizations is due to different factors such as role conflict (Beehr, 1998), role ambiguity (Jamal, 1985) and lack of power (Burke, 1988).

Ferris et al., (1989) purposed that perception of organizational politics can be one of the reasons of job stress, number of studies empirically test the relationship of these two constructs. These two construct (politic and stress) paid much more intention theoretically as well as empirically from mid 1990s like Gilmore, Ferris, Dulebohn, & Harrell-Cook, (1996) projected that politics is the source of stress. Cropanzano et al., (1997) study the politics in relation with individual stress related aspect like fatigue, somatic and job tension and found significantly positive relationship between politics and stress related variables Ferris et al., (1996) investigate this relationship with sample size of 822 university employees and found significantly positive correlation between perceived politics and stress. Ferris (1996) predicted that there are some resemblances in both constructs like both variables (politic and stress) are perception based. Politics is normally clandestine preponderated by uncertainty and stress repeatedly related to uncertainty so both construct have attribute of uncertainty and ambiguity (Ferris et al., 1989). Both constructs are situational based where peoples may lose or get something depending on how they react to the circumstances. On the basis of similarity of these two important variable, Vigoda (2002) define stress as "An individual's response to job-related environmental stressors, one of which would be politics"on the basis of above

mentioned literature this research hypothesis that perception of organizational politics is positively related to job stress.

Individuals who face high pressure on job may feel great stress and show nervous behavior and have less tolerant behavior with others and such indicators may also leads towards various kinds of work place deviance (Vigoda, 2002). Political behavior is the involvement in social interaction that damage individuals politically which includes gossip, favoritism and rumor spreading and one of an important dimension of workplace deviance (Robinson & Bennett, 1995).

Organizational politics leads to negative consequences like stress, burnout, and this stress possibly move towards some dimensions of work place deviance. If we look at the literature of organizational politics it gives some indication of potential emergence of workplace deviance in highly political environment. Gilmore et al., (1996) used the word “Hostile Environment” which refers to the possible environment due to organizational politics. According to Vigoda (2002) aggressive behavior is one of the important consequences of organizational politics and he hypothesized that organizational politic is positively related to aggressive behavior. So if politics creates hostile environment and positively related to aggressive behaviors which indicates that organizational politics may leads to interpersonal and organizational workplace deviance. Thus I expect that workplace deviance is one of consequences of organizational politics. Thus this research hypothesis that:

Hypothesis 3a: Perception of organizational politics will be negatively related to job performance and job satisfaction

Hypothesis 3b: Perception of organizational politics will be positively related to organizational deviance, interpersonal deviance, job stress and intention to quit

2.8 Conflict and Politics

Mintzberg (1985) introduced three dimensions of conflict - Pervasiveness, Intensity and Stability. He proposed these four different situations that he called political arena. First, confrontation a type of conflict that is intensive but confined and brief or unstable in nature, second, the shaky alliance is the type of conflict which is moderate, confined and comparatively lasting or stable in nature, third, politicized organization is the type of conflict which is moderate, pervasive, probably lasting or relatively stable in nature. Lastly, complete political arena is a type of conflict that is intensive, pervasive and unstable in nature and it is called "ideal type" of conflict in organization. According to Wamsley and Zald (1973) conflict is an important part of organizational politics, the existence of conflict between part of parties involved in organizational politics and a necessary condition of politics (Wamsley & Zald, 1973; Wildavsky, 1974) Conflict, power, personal and group interests and competition for less resources are the antecedents of organizational politics (Drory & Romm, 1993). In the light of above literature I hypothesize the following relationships:

Hypothesis 4a: Relationship conflict will be positively related to perception of organizational politics

Hypothesis 4b: Task conflict will be positively related to perception of organizational politics

2.9 Perception of Organizational Politics as Mediator

The rationality behind proposing the mediated link of perception of organizational politics between conflict type and job outcomes is that relationship conflict is reported to be related positively with perception of organizational politics and task conflict is positively related to politics. The main association between conflict types and job outcomes is also extensively reported in previous literature. Here the premise behind mediation argument lies in stressed nature of both constructs and negative impact of both conflict and politics with job outcomes. The research reports negative link of conflict and POP with job outcomes such as job satisfaction, job performance and positive link with outcomes such as workplace deviance, turnover intention and job stress. The rationality of this argument is based on this notion that conflicts arises and raise politics in the organization which inturn affects ultimate job outcomes of individuals. I can say that the reported link between conflict types and several job outcomes exists through organizational politics. If we control the politics in this link, this link will no more exist in work setting. To prove this conception I will be using the theoretical justification of (Barron & Kenny, 1986) which suggests following conditions to be met for testing of such unique mediated links between two constructs. They suggested mediated multiple regression analysis technique for these relationships. The pre-requisites for theoretical justification of (Barron & Kenny, 1086) are firstly, the main link between conflict type and perception of politics should be positive. Secondly the main relationship between conflict types and job outcomes should be clearly established. Thirdly, when controlling

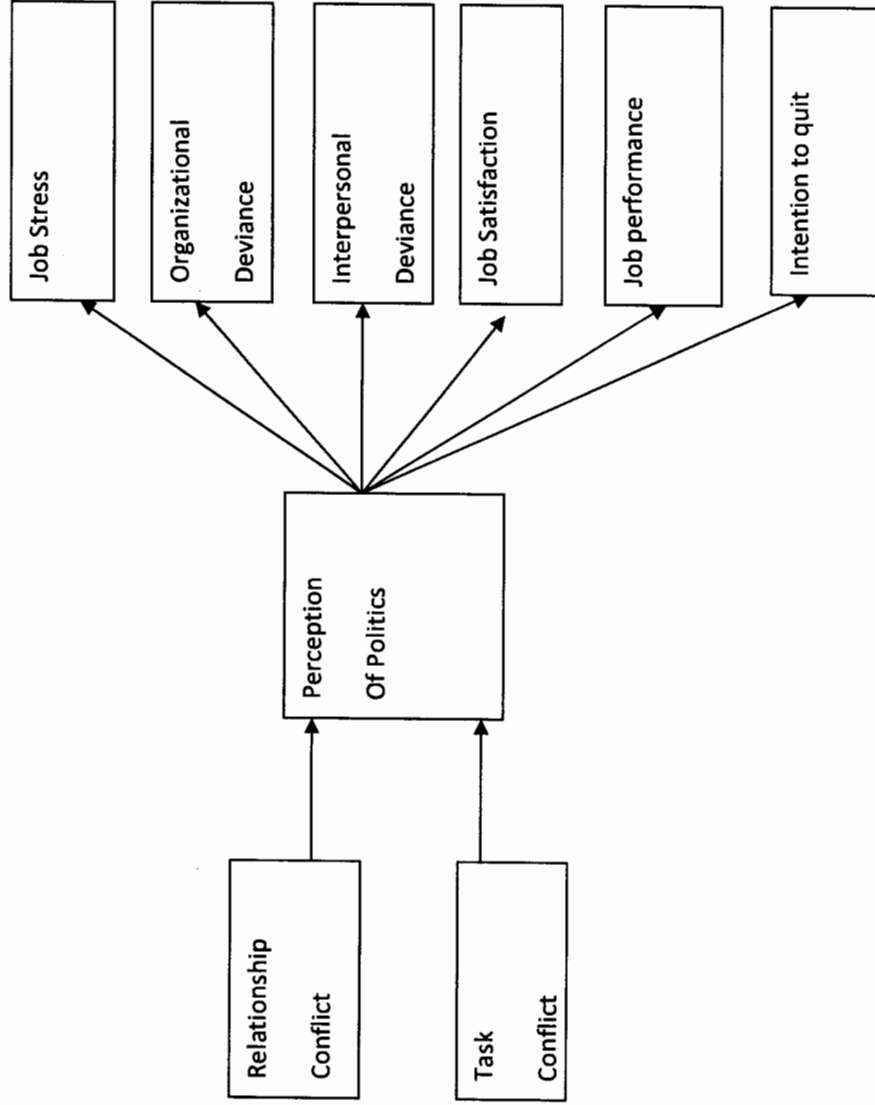
for mediated construct the reported main link should be insignificant. Theoretical justification for the first two pre-requisites is clearly met from the reported literature and on the basis of this I am going to test the third condition for mediation effect. Hence I am in a position to propose that the main link between conflict type and job outcomes is through organizational politics. Organizational politics is a proposed mediator between conflict type and job outcomes such as job satisfaction, job performance, organizational deviance, interpersonal deviance, job stress and intention to quit.

Hypothesis 5: Perception of organizational politics will mediate the relationship between relationship conflict and job satisfaction, job performance, organizational deviance, interpersonal deviance, job stress and intention to quit

Hypothesis 6: Perception of organizational politics will mediate the relationship between task conflict and job satisfaction and job performance, organizational deviance, interpersonal deviance, job stress and intention to quit

Figure 1:

Model of the Study



CHAPTER – 3

RESEARCH METHODOLOGY

3.1 Sample and Data Collection Procedures

The survey was distributed among employees in 6 different organizations, ranging from small entrepreneurial business enterprises to large multinational organizations, two organizations were top private banks of Pakistan, and one was well known multinational beverage company. One of them was a multinational electronic manufacturing company and a corporate office of textile unit of Pakistan. Also one of the sample was a government educational institute of Pakistan. A total 350 questionnaires were distributed out of which 290 returned with a response rate of 82 percent .After deducting unfilled questionnaires, finally 264 were available for statistical analysis.

A cover letter explained the purpose and importance of research and the participation was voluntary in nature, strict anonymity was ensured to all the respondents. Respondents include employees working in upper management, middle management, and lower management. The qualification of respondents ranged from high school to post graduate. 76% of the total employees were at least graduate. From remaining 24 % percent, twenty two percent have college education and remaining two percent were had at least completed their high school education.

The respondents had a mean age of 32.51 years with (S.D = 8.26). Mean tenure with the organization was 12.25 years (S.D = 9.50). 81 percent were male and 19 percent were female which indicates positive growth of female participation in different organizations with in Pakistan. Previous studies in Pakistan reported 6 percent female participation (Raja, Johns & Ntalianis, 2004).

3.2 Measures

Other than job performance the entire responses were obtained through self-reported measures. The research was conducted in English, as English is well understood in the majority of working areas in Pakistan, especially by those of our sampling frame. Previous research conducted in Pakistan using instruments in English (Raja et al., 2004; Butt, Choi, & Jaeger, 2005; Butt & Choi, 2006) that's why there is no need for standardized back translation.

3.2.1 Perception of Organizational Politics

12-Item scale of Perception of organizational politics by (Kacmar & Ferris, 1991) were used to assess the construct of perception of organizational politics which cover all three dimension of politics (political behavior, go along to get ahead and pay and promotion policies) Sample item for political behavior is "One group always gets their way" for go along to get ahead are "Favoritism not merit gets people ahead" sample items for pay and promotion policies "Pay and promotion decisions are consistent with policies". All responses were taken on 5-point likert-scale ranging from 1 = strongly disagree, 2 =

Disagree, 3 = neither disagree nor agree, 4 = Agree, and 5 = strongly agree. The Alpha Reliability of this scale is ($\alpha = 0.71$).

3.2.2 Conflicts

8-Items scales (Jehn's, 1995) were used to measure task and relationship conflict, there were four items each for task and relationship conflict". Sample item for relationship conflict is "How much friction is there among members in your work unit". Sample item of task conflict is "To what extent are there differences of opinion in your work unit" Response were taken on 5-point likert-scale ranging from 1= None to 5=A lot. The Alpha Reliability of relationship conflict is ($\alpha = 0.68$) and for task conflict is ($\alpha = 0.62$).

3.2.3 Job Satisfaction

6-Items version by (Agho, Price, & Mueller, 1992) were used to measure the overall job satisfaction. Sample items included "I am satisfied with my job for the time being" responses were taken on 5-point likert scale ranging from 1= strongly disagree to 5= strongly agree. The Alpha Reliability of this scale is ($\alpha = 0.72$).

3.2.4 Workplace Deviance

14- Items scales by (Aquino, Lewis & Bradfield, 1999) were used for Interpersonal and organizational workplace Deviance. 6-items were used to measure interpersonal deviance; sample item for interpersonal deviance is "I made an obscene comment or gesture at a co-worker". 8-items were used to measure organizational deviance; sample item for organizational workplace deviance is "I lied about the number of hours I worked". Responses were taken 5point likert scale 1=Never, 2=One to Three times, 3 =

Four to ten times, 4 = Eleven to Twenty time, 5 =More then Twenty times. The Alpha Reliability of interpersonal deviance scale is ($\alpha = 0.79$) and for organizational deviance is ($\alpha = 0.85$).

3.2.5 Job Stress

13-Items scale by (Parker & Decotiis, 1983) were used to measure job stress, sample of items were “I have too much work and too little time to do it” and “I frequently get the feeling I am married to the work unit”. Responses were taken 5-point likert scale ranging form 1= strongly disagree to 5= strongly agree. The Alpha Reliability of this scale is ($\alpha = 0.71$).

3.2.6 Intention to Quit

3-Items scale by (Vigoda, 2000) will used to measure intention to leave”. A sample item is “Lately, I have taken interest in job offers in the newspaper”. Responses were taken 5-point likert scale ranging form 1= strongly disagree to 5= strongly agree.The Alpha Reliability of this scale is ($\alpha = 0.61$).

3.2.7 Job Performance

7-Items scale by (William & Anderson, 1991) were be used to measure supervisory rated job performance. Response were taken on 5 point likert scale ranging form 1= strongly disagree to 5= strongly Agree. Sample item is “This person fail to complete to assigned duties”. The Alpha Reliability of this scale is ($\alpha = 0.84$).

3.2.8 Control Variables

Results of one ways analysis of variance shows that job Nature and organization type shows momentous affect on mediator perception of organizational politics and all other outcomes, while all other variable show no significant impact of mediator and outcomes. Gender, age, tenure, education, did not have any effect on mediator and criterion variable. Therefore for this study I control organization type and job nature.

CHAPTER – 4

RESULTS

4.1 Descriptive Statistics and Correlations

Table 1 shows descriptive statistics, correlations and reliability. The mean of relationship conflict was 2.80 (S.D = 0.66) and mean for task conflict 2.73 (S.D = 0.61), mean for perception of politics 3.38 (S.D = 0.58), mean for job stress 3.37 (S.D = 0.54), mean for job satisfaction 3.16 (S.D = 0.53), mean for job performance 3.78 (S.D = 0.47), mean for interpersonal deviance 1.83 (S.D = 0.67), mean for organizational deviance 2.31 (S.D = 0.53) and mean for intention to quit 3.38 (S.D = 0.66).

Correlations results partially supported hypothesis 1a,1b,2a,b,3a,b,4a,b which shows that relationship conflict is positively related to job performance ($r = -.10$ ns), task conflict and job performance ($r = -.04$ ns), relationship conflict and job satisfaction ($r = .07$ ns) found insignificant. The association between task conflict and job satisfaction ($r = -.24$ $p < .01$), relationship conflict and job stress ($r = .24$ $p < .01$) was significant and job stress was insignificant with task conflict ($r = .10$ ns). The association among relationship conflict and interpersonal deviance ($r = .33$ $p < .01$) whereas with task conflict ($r = .21$ $p < .05$). Relationship conflict is positively related to perception of organizational politics ($r = .29$ $p < .01$). The relationship between task conflict and perception of politics ($r = -.06$ ns), The association between relationship conflict and organizational deviance ($r = .52$ $p < .01$) found significant whereas it was found not significant with task conflict ($r = .13$

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TABLE I
"Means, Standard Deviations, Correlations, and Reliabilities"

Variables	Mean	S.D	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Age	2.40	0.932													
2. Gender	0.18	0.387	-0.25**												
3. Tenure	1.93	1.199	.65**	-0.17											
4. Qualification	3.80	0.576	-0.20*	.03	-0.25**										
5. Relationship conflict	2.803	0.665	-0.01	-0.09	-0.07	-0.03	(.68)								
6. Task Conflict	2.731	0.615	-0.09	.01	-0.04	-0.08	.36**	(.62)							
7. Politics	3.384	0.576	-0.07	.03	-0.06	.03	.29**	-0.06	(.71)						
8. Stress	3.370	0.548	-0.06	.02	-0.11	.20*	.25**	.10	.56**	(.71)					
9. Job Satisfaction	3.16	0.531	-0.20*	.11	-0.15	.18*	.07	.24**	.23**	.66**	(.72)				
10. Job Performance	3.780	0.472	-0.02	.14	.11	-0.11	-0.04	-0.02	-0.05	.01	(.84)				
11. Organizational Deviance	2.310	0.836	.40	-0.14	.44	-0.09	.52**	.13	.40**	.32**	.03	-0.15	(.85)		
12. Interpersonal Deviance	1.838	0.675	.02	-0.18*	-0.07	-0.03	.33**	.21*	.08	.03	.06	-0.06	.46**	(.79)	
13. Intention to quit	3.386	0.913	-0.06	-0.13	-0.08	-0.01	.33**	.01	.48**	.44**	.17*	-0.18*	.42**	.18*	(.61)

*** Correlation is significant at the 0.01 level (2-tailed).

**Correlation is significant at the 0.05 level (2-tailed).

"0" Alpha Reliabilities are mentioned in parenthesis bold"

4.2 Regression

Table 2 shows all regression results of conflict types, perception of politics and other outcomes.

4.2.1 Relationship Conflict and Outcomes

Hypothesis 1a predicted that relationship conflict will be negatively related to job performance and job satisfaction. I regressed relationship conflict with job performance ($\beta = -.05$, ns) and with job satisfaction ($\beta = .11$, ns) which shows that relationship conflict was not significantly related to both outcomes, thus my hypothesis 1a was rejected on this sample. Hypothesis 2a states that relationship conflict was positively related to job outcomes such as job stress, interpersonal deviance, organizational deviance, and intention to quit. To check these predictions, I regressed relationship conflict with job stress ($\beta = .24$, $p < .01$), with interpersonal deviance ($\beta = .34$, $p < .001$), organizational deviance ($\beta = .50$, $p < .001$) and intention to quit ($\beta = .24$, $p < .01$) strongly supported hypothesis 2a. Hypothesis 4a states that relationship conflict will be positively related to perception of organizational politics. Regression results shows that relationship conflict is significantly related with perception of organizational politics ($\beta = .25$, $p < .01$) supporting hypothesis 4a.

4.2.2 Task Conflict and Outcomes

Hypothesis 1b proposed that task conflict will be negatively related to job performance and job satisfaction. To check these predictions I regressed task conflict with job performance ($\beta = -.08$, ns) these findings did not supported hypothesis 1b, while when I

regressed task conflict with job satisfaction ($\beta = -.23, p < .01$) which shows that task conflict is significantly related to job satisfaction, supporting hypothesis 1b. Hypothesis 2b states that task conflict was positively related to job stress, interpersonal deviance, organizational deviance, and intention to quit. To check these predictions, I regressed task conflict with job stress ($\beta = .12, ns$) and with intention to quit ($\beta = .07, ns$) not supporting these arguments. While when I regressed task conflict with interpersonal deviance ($\beta = .22, p < .05$) showed significant relationship and task conflict with organizational deviance showed ($\beta = .17, p < .05$) significant support for the hypothesis 2b. Hypothesis 4b states that task conflict will be positively related to perception of politics. Regression results show that task conflict is not significantly related to perception of organizational politics ($\beta = -.02, ns$) so hypothesis 4b was rejected.

4.2.3 Perception of Organizational Politics and Outcomes

Hypothesis 3a predicts that perception of organizational politics will be negatively related to job satisfaction and job performance. The regression results show the relationship of perception of organizational politics with job performance ($\beta = .03, ns$) not significantly supporting hypothesis 3a. While job satisfaction ($\beta = -.29, p < .001$) was significantly related to perception of organizational politics which supported hypothesis 3a. Hypothesis 3b predicts that perception of organizational politics will be positively related to job outcomes. The results showed that perception of organizational politics with job stress ($\beta = .57, p < .001$) is significantly related to support hypothesis 3b. Perception of organizational politics with interpersonal deviance ($\beta = .14, ns$) not significant due to which hypothesis 3b was rejected. While second part of my Hypothesis 3b predicts positive relationship of

perception of organizational politics with organizational deviance ($\beta = .37$ $p < .001$) and with intention to quit ($\beta = .40$ $p < .001$) these significant results supported second and third portion of my hypothesis 3b regarding positive relationship with organization deviance and intention to quit.

Table 2
Regression Analysis Conflict Types Pop and Outcome

Predictors	POP			Job			Stress			IQ			Job			Job			INP			ORG			
	β	R ²	ΔR^2	B	R ²	ΔR^2	B	R ²	ΔR^2	B	R ²	ΔR^2	B	R ²	ΔR^2	B	R ²	ΔR^2	β	R ²	ΔR^2	B	R ²	ΔR^2	
Model 1;																									
Main effect																									
Step 1																									
Controls	.06	.12	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**
Step 2																									
Relationship conflict	.25**	.12	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**
Main effect																									
Step 1																									
Controls	.06	.12	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**
Step 2																									
Task conflict	-.02	.06	.00	.12	.04	.02	.07	.04	.02	.07	.04	.02	.07	.04	.02	.07	.04	.02	.07	.04	.02	.07	.04	.02	.07
Main effect																									
Step 1																									
Controls	.06	.12	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**	.08	.06**	.24**
Step 2																									
POP	.57***	.32	.30***	.40***	.34	.15***	-.29***	.11	.08***	.03	.05	.00	.08	.01	.00	.37***	.18	.11***	.17*	.09	.03*	.22*	.06	.05*	.10

N = 264. Organization type and job nature used as control variables.

* p < .05

** p < .01

*** p < .001

4.3 Mediation Analysis

This study predicted that perceptions of organizational politics mediate the relationship between conflict types and outcomes such as job satisfaction, job performance, job stress, interpersonal deviance, organizational deviance, and intention to quit. According to Baron and Kenny (1986) mediation can be established with the help of three regression tests. First conflict types (independent variable) should be related to perception of politics (mediator). Second, conflict types and mediator (perception of politics) should be related to outcomes. Third when both conflict types (Independent variables) and perception of politics (mediator) are concurrently incorporated in regression, through Multiple Regression then the relationship between conflict types (Independent variables) and the outcomes should be insignificant as compared to the main effect.

As our hypothesis 1a, 2a, 3b, 4a support two preconditions of Baron & Kenny, (1986) so I can regress hypothesis 5. While hypothesis 1b, 2b, 3a, 4b did not supported these two conditions of (Baron & Kenny, 1986), so I will not regress hypothesis 6 because of not meeting the pre-requisite criteria. Hypothesis 5 states that perception of organizational politics mediates the relationship between relationship conflict and outcomes such as job performance, job satisfaction, job stress, interpersonal deviance, organizational deviance and intention to quit.

Table 3
Mediator Regression Analysis Relationship Task Conflict & Outcomes

Predictors	Job stress			Job Satisfaction			TOI			Job performance			Interp Deviance			Org Deviance		
	B	R ²	ΔR ²	B	R ²	ΔR ²	β	R ²	ΔR ²	β	R ²	ΔR ²	B	R ²	ΔR ²	B	R ²	ΔR ²
Main effects of POP																		
Step 1																		
Control Variables		.02			.18			.05			.03			.01				.06
Step 2																		
Politics	.54***	.32	.3***	.36***	.34	.16***	.05***	.34	.29***	.05	.05	.02	.00	.01	.00	.25***	.18	.12***
Step 3																		
Relationship Conflict	.10	.33	.01	.14	.35	.01	.07	.35	.01	-.06	.05	.00	.33***	0.11	0.09***	.43***	.34	.16***

N = 264. Organization type and job nature used as control variables.

* p < .05, ** p < .01, *** p < .001

To test the mediating effects of perception of politics, I regressed job stress, perception of politics and relational conflict together to perform Multiple Regression Analysis. In first I entered control variables into the equation, in second step I entered perception of organizational politics (mediator) and in third step I entered relationship conflict (independent variable). As shown in table 3, significant decrease in the effect size of relationship conflict for job stress (from .24, $p < .001$ to .10 $p < .26$ n.s). Also a significant reduction in variances (from $\Delta R^2 = .3$, to $\Delta R^2 = 0.01$). These result confirm full mediation condition prescribe by (Baron & Kenny, 1986), supporting hypothesis 5 for job stress.

Hypothesis 5 also states that perception of politics mediate the relationship between relationship conflict and interpersonal deviance. As shown in table 3, significant no decrease in the effect size of relationship conflict for interpersonal deviance (from .34, $p < .001$ to .34 $p < .001$) also shows no significant reduction in variances. Hence second part of my hypothesis 5 was not supported by this data.

Hypothesis 5 also states that perception of organizational politics mediates the relationship between relationship conflict and organizational deviance. As shown in table 3, (from .50, $p < .001$ to .43 $p < .001$) no significant decrease in the effect size of relationship conflict for interpersonal deviance and shows no significant reduction in variances. Hence not support this part of the hypothesis.

Hypothesis 5 also states that perception of politics mediate the relationship between relationship conflict and intention to quit. As shown in table 3, Significant decrease in the effect size of relationship conflict for intention to quit (from .24, $p < .05$ to .14 $p < .16$)

and shows significant reduction in variances (from $\Delta R^2 = .16$, to $\Delta R^2 = 0.01$) which shows that perception of politic mediate the relationship between relationship conflict and intention to quit as per conditioned prescribed by (Baron & Kenny, 1986).

Hypothesis 5 also states that perception of politics mediates the relationship between relationship conflict and job performance and job satisfaction. No Significant decrease in the effect size of relationship conflict and job performance, while in case in job satisfaction there is a significant reduction in effect size , but it does not meet the first requirement of Baron and Kenny (1986). So we can say proposed mediation is not proved for these two constructs.

CHAPTER – 5

DISCUSSION AND CONCLUSION

My aim of this research was to look on harmful effect of conflict types and perception of organizational politics, and study the possible antecedents of behavioral outcome, doing this, I endeavored to link different streams of research in organizational behavior such as relationship conflict, task conflict, perception of politics, job performance, job satisfaction, job stress, organizational deviance, interpersonal deviance, and intention to quit.

This research extends the harmful consequences of conflict in different ways. Firstly, this research provided strong empirical evidence for relationship conflict types, perception of politics with outcome such as workplace deviance, job stress and intention to quit. Secondly, by relating conflict types with perception of politics and job stress, I have established that relationship conflict leads towards politics in organizations and create stress which has harmful consequences for individuals as well as for the organization. Although there is a great deal of harmful consequences of politics (Vigoda 2000, 2002; Ferris et al., 1996; Kacmar & Carlson, 1997), but the important thing that associate conflict, politics are hardly ever investigated. To my little knowledge up till know this research is first research that measure the mediated role of politics between conflict types and job outcomes.

The detection of conflict as antecedent of politics is vital contribution to literature of organizational behavior. I deemed that this gap in literature deserves awareness and exploration due to high importance of these two constructs for organizations. Conflicts and politics work as stressors and create stressful environment which has negative effect on individual and organizations. Research studies have shown that job stress and other negative behaviors are due to stressful environment which decreased job performance, job satisfaction, and increase employee turnover, absenteeism (Jackson & Maslach, 1982; Shirom, 1989; Ganster & Schaubroeck, 1991; GolLeiter & Maslach, 1988). The implication of the study finding is that employees who have conflicts in organizations they create political environment which leads to negative consequences.

Previous studies suggested direct implications of conflict types and work attitudes such as job performance, and intention to quit (Jehn, 1995, 1997; Jehn, et al., 1999; Jehn & Minnax, 2001; Leiter & Maslach, 1988). Current study covers relevant topics which may explain work place variation in employee work attitude by the means of politics and conflicts. Political environment exist where employees have higher level of conflicts, and in this political environment employees have to face higher level of stress which may push them to leave the organization. This research motivates other researchers in organizational behavior stream to reexamine conflicts and politics in social context and will implement it for betterment of individuals and organization.

Hypothesis 2a support that relationship conflict was positively related to interpersonal deviance, organizational deviance which clearly shows that if employees have relationship conflicts then its leads to interpersonal deviance such as sex harassment,

verbal and physical aggression and organizational workplace deviance such as theft, putting little effort in to work, sabotage. Hypothesis 3b support that perception of organizational politics is positively related with organizational workplace deviance. Literature proved that different organizational deviance such as theft, putting little effort in to work, sabotage (Robinson & Benett, 1995; 1997) happened in organizations. According to Northwestern National life Insurance Company, in 1992 near about 25 million workers were involved different kinds of deviant behaviors in USA. Our finding is consistent with the theoretical future directions of Vigoda (2002). According to him “Employees who experience large-scale political activities in the workplace may react aggressively”(p.356). In high political environment its manager’s responsibilities to identify such circumstances and develop a defensive mechanism to handle such a dangerous crime.

5.1 Practical Implementation

There are several practical implications of this research. But most importantly, it could help managers to realize political situations, its antecedents and consequences. For example as this research found that relationship conflict would be one the reasons which lead to employee turnover through organizational politics. When managers are capable to identify this situation they would be in better position to handle it. Further this research model conflict –politics aftermath may propose incessant worsening in productivity.

Another important contribution of my research is relationship between conflict-politics and intention to quit. Although this research is based on the work of different studies which examine the affect of politics and work outcome such as job satisfaction and

intention to quit (Vigoda, 2002; Ferris et al., 1989, 1993, 1996b; Bozeman et al., 1997; Kacmar, Bozeman, Carlson & Anthony, 1999; Cropanzano et al., 1997). These studies found out direct relationship between organization politics and work outcomes but did not investigate mediating effect of politics in relation to work attitude such as job satisfaction and intention to quit. To my knowledge no study still investigated the mediating effect of politics in relations with conflict types and work attitude (job satisfaction, and intention to quit). The hypothesis 5 supported that organizational politics mediate the relationship between relationship conflict and intention to quit. These findings help that, in high political environment managers should understand such situation and develop some strategies to save organizations from such hazardous loss.

5.2 Future Research Directions

Although model of the study based on conflict-politics aftermath, this model should be tested with other outcome such as creativity, job commitment, burnout, organizational citizenship behaviors, aggressive behavior and workplace violation. This model may open new streams for possible antecedents of organizational politics and possible consequences of conflicts and politics. Furthermore possible moderating variable regarding conflict-politic should be investigated. Although same model with cross-sectional and longitudinal context should empirically tested in different cultures

5.3 Limitation of Study

This research has several limitations. Firstly this research in cross sectional in nature, I believe that longitudinal study would better explain these relationships. Secondly all

findings were based on self reported data except job performance so there is a possibility of common method error. While previous studies also used self reported measure (Vigoda, 2002; Ferris et al., 1996). Thirdly measure of intention to quit(.61) and task conflict(.68) relationship conflict(.62) had low reliability which is one of the limitation of the this study, although intention to quit had low reliability but show significant results with all variables and politics partially mediate the relationship of relationship conflict and intention to quit.

Regardless of its limitation, this research has investigated a missing connection in conflict politics literature and uncovered appealing finding that motivates for future work. The limited research on relationship between conflict types, perception of organizational politics and outcomes specially job stress, intention to quit, and workplace deviance, should hearten empirical examiner and theory developer. Although it's not possible to eliminate the emergence of conflict and politics in workplace, but this research will be helpful for employees to manage the consequences of these constructs in better way.

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APPENDIX



INTERNATIONAL ISLAMIC UNIVERSITY



Faculty of Management Sciences Islamabad

P.O. Box: 1243, Telegram: ALJAMIA, Telex: 54068 IIU PK, Fax: 9257944, Tel: 9258020

Respected Sir/Madam,

I am a research scholar and faculty member at Faculty of Management Sciences, International Islamic University. I am working on my MS research paper. The main objectives of this research are to identify the personal factors, job environment, attitudes, behaviors and their contribution towards employee performance.

Your precious time and valuable participation will be a great contribution towards the noble cause of knowledge creation. I ensure you that any information obtained in connection with this study, will remain highly confidential. In any written report or publication, no one will be identified and only aggregate data will be presented.

Yours truly,

INAM UL HAQ

Please tick/fill with the appropriate answer

Gender: Male Female **Age :** ____ (years) **Designation:** _____

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Tenure with current organization: ____ (Years) **Total Experience:** ____ (Years)

What is the name of organization you are currently working in _____

In which department you are currently working ? _____

Highest Qualification: SSC HSSC Graduation Master M.Phil/PhD

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Job Nature: (You can tick more than one option)

Field work	Office work	Technical	Staff	Managerial

The following statements concern your perception about yourself in a variety of situations. For each item of the statements below, please indicate the extent of your agreement and disagreement by ticking (✓) the appropriate number.

The response scale is as below

1 = Strongly Disagree	2 = Disagree	3 = Neither agree nor Disagree	4 = Agree	5 = Strongly Agree	Scale
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How do you perceive that in this organization?

- | | |
|---|-----------|
| 1. One group always gets their way. | 1 2 3 4 5 |
| 2. Influential group no one crosses | 1 2 3 4 5 |
| 3. Policy changes help only a few. | 1 2 3 4 5 |
| 4. Build them selves up by tearing others down. | 1 2 3 4 5 |
| 5. Favoritism not merit gets people ahead. | 1 2 3 4 5 |
| 6. Don't speak up for fear of retaliation. | 1 2 3 4 5 |
| 7. Promotions go to top performers. | 1 2 3 4 5 |
| 8. Rewards come to hard workers. | 1 2 3 4 5 |
| 9. Encouraged to speak out. | 1 2 3 4 5 |
| 10. No place for Yes men. | 1 2 3 4 5 |
| 11. Pay and promotion policies are not politically applied. | 1 2 3 4 5 |
| 12. Pay and promotion decisions are consistent with policies. | 1 2 3 4 5 |
| 13. Working here makes it hard to spend enough time with my family. | 1 2 3 4 5 |

14. I spend so much time at work I can't see the forest for the trees. 1 2 3 4 5

15. Working here leaves little time for other activities. 1 2 3 4 5

16. I frequently get the feeling I am married to the company. 1 2 3 4 5

1 = Strongly Disagree	2 = Disagree	3 = Neither agree nor Disagree	4 = Agree	5 = Strongly Agree	Scale
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17. I have felt nervous as a result of my job. 1 2 3 4 5

18. My job gets to me more than it should.

19. There are lots of times when my job drives me right up the wall. 1 2 3 4 5

20. Sometimes when I think about my job I get a tight feeling in my Chest. 1 2 3 4 5

21. I feel guilty when I take time off from job. 1 2 3 4 5

22. I have too much work and too little time to do it in. 1 2 3 4 5

23. I sometimes dread the telephone ringing at home because the call might be job related. 1 2 3 4 5

24. I feel like I never have a day off. 1 2 3 4 5

25. Too many people at my level in the organization get burned out by job demands. 1 2 3 4 5

26. I am often bored with my job. 1 2 3 4 5

27. I feel fairly well satisfied with my present job. 1 2 3 4 5

28. I am satisfied with my job for the time being. 1 2 3 4 5

29. Most days I am enthusiastic about my work. 1 2 3 4 5

30. I like my job better than the average worker does. 1 2 3 4 5

31. I find real enjoyment in my work. 1 2 3 4 5

32. I often think about quitting this job. 1 2 3 4 5

33. Next year I will probably look for a new job outside this organization. 1 2 3 4 5

34. Lately, I have taken interest in job offers in the newspaper. 1 2 3 4 5

Please read carefully the scale is change now.

The response scale is as below				Scale
1=Never	2=One to Three times	3= Four to ten times		
4. Eleven to Twenty times	5=More then Twenty times			

35. I made an ethnic, racial, or religious slur against a co-worker. 1 2 3 4 5

36. I swore at a co-worker. 1 2 3 4 5

37. I refused to talk to a co-worker. 1 2 3 4 5

38. I gossiped about my supervisor. 1 2 3 4 5

39. I made an obscene comment or gesture at a co-worker. 1 2 3 4 5

40. I teased a co-worker in front of other employees. 1 2 3 4 5

41. I intentionally arrived late for work. 1 2 3 4 5

42. I called in sick when I was not really ill. 1 2 3 4 5

43. I took underserved breaks to avoid work. 1 2 3 4 5

44. I made unauthorized use of organizational property 1 2 3 4 5

45. I left work early without permission. 1 2 3 4 5

46. I lied about the number of hours I worked. 1 2 3 4 5

47. I worked on a personal matter on the job instead of working for my employer. 1 2 3 4 5

48. I purposely ignored my supervisor's instructions. 1 2 3 4 5

PLEASE READ THIS SCALE CAREFULLY

1= None	2= Rarely	3= Some times	Scale	
4= Rather Often (mostly)	5= A Lot			

49. How much friction is there among members in your work unit? 1 2 3 4 5

50. How much emotional conflict is there among members in your work unit? 1 2 3 4 5

51. How much are personality conflict evident in your work unit? 1 2 3 4 5

52. How much tension are there among members of your work unit? 1 2 3 4 5

53. How often do people in your work unit disagree about opinions regarding the work being done? 1 2 3 4 5

54. How frequently are there conflicts about ideas in your work unit? 1 2 3 4 5

55. How much conflict about the work you do is there in your work unit? 1 2 3 4 5

56. To what extent are there differences of opinion in your work unit? 1 2 3 4 5

57. How often do members of your work unit disagree about who should do what? 1 2 3 4 5

58. How frequently do members of your work unit disagree about the way to complete a unit task? 1 2 3 4 5

59. How much conflict is there about delegation of tasks with in your work unit? 1 2 3 4 5

"I am very grateful to you for giving your precious time to fill this questionnaire"