

Major: HRM
S. No. 10

"Impact of Perception of Politics on Workplace incivility
of Employees: Evidence from Banking Sector of Pakistan"



By:

Amal Mukhtar

(01-120132-001)

Department of Management Sciences

Bahria University Islamabad
Fall 2017

Abstract

Perception of Politics is an issue of prime consideration in any organization. Whenever two or more people work together they experience some degree of politics in their interaction with one another. The stronger the perception of politics is the stronger will be the response of employees. The response can be in a form of aggression, turnover, intentions of quit or in some form of Workplace incivility. In this research we have aimed to establish a relationship between perception of politics and workplace incivility. Perception of Politics differs from actual work politics in a sense that this perception may or may not be based on reality but the basis of perception can be individual experiences, beliefs, feelings and interactions with fellow employees. The reaction of employees towards perception of politics is workplace incivility. The research has been carried out in Commercial banking sector of Pakistan and five leading banks were studied for analysis. The research has been analyzed using both qualitative and quantitative data analysis. Quantitative analysis is conducted using survey questionnaire with the sample of 150 respondents working in different levels in 5 banks. The results of questionnaire were interpreted using SPSS Statistical analysis. The results helped in supporting the hypothesis that Perception of Politics has a strong relationship with workplace incivility. The Qualitative analysis was carried out by conducting unstructured interviews. The results of which revealed certain other variables that supports the relationship between perception of Politics and workplace incivility. These variables included organizational culture and its influence, Job Stress, lack of compensation plan etc. All these factors combine to shape the individual's opinion about perception of Politics leading to workplace incivility. Towards the end of this research few recommendations and managerial implications along with future research directions are stated for the reference of reader.

Acknowledgement

I am thankful to Allah for giving me courage, patience and strength to complete this MBA thesis.

I would like to express my deep gratitude to my supervisor Dr. Arif Khattak. I am thankful for his guidance, valuable comments and constructive suggestions during my thesis. I would like to extend my sincere gratitude to my parents for their support, encouragement and patience throughout my MBA journey.

I would also like to thank my teachers; Tipu Ismail, Shahid Mustafa Haq, Dr. Abdul Sattar, Nasir Mahmood, Hina Samdani, Farah Naz, Shumaila Israr, Ali Arsalan Zaki, Saher Zeast, Saira Bashir, Firdous Ahmed Shehri, Abdullah Hafeez, Fazeelat Nawaz, Muhammad Akram, Munawwar Ahmad, Saman Javed, Musarrat Khan, Salman Ali Khan, Dr. Bakhtiar Ali, Aftab Haider, Shahid Nawaz, Dr. Ismaeel Ramay, Zahid Majeed and all my friends and colleagues who were always with me in this journey.

Table of Content

1. Introduction.....	5
Overview of Banking Sector of Pakistan	5
Political Situation of Banking Sector.....	6
Banks under Study.....	7
Significance to Industry and Academia	7
Rationale of Study:	7
Aim.....	8
Objectives.....	8
Research Questions.....	8
2. Literature Review	10
History of Organizational Politics	10
Definition of Organizational Politics	13
Productive Aspect of Organizational Politics	15
Perception of Politics.....	16
Different Views of Perception of Politics	17
Perception of Organizational Politics and Workplace Incivility.....	17
Job-related Negative Emotions and Workplace Incivility	18
Stress at Workplace	20
Emotions.....	22
Knowledge Sharing	22
Organizational Commitment.....	23
Teamwork.....	23
Opinion on Organizational Politics and Work Outcomes	23
Different Definitions of Perception of Politics	24
Dimensions of perception of organizational politics.....	25
Consequences of Perception of Politics as Reported in Literature	26
Perception of Politics and Justice and Fairness.....	27
Relationship of Perception of Politics with Stress	27
Relationship of Perception of Politics with Job Attitudes.....	28
Relationship of Perception of Politics with Job outcomes	29
Relationship of Perception of Politics with other Variables	29
Workplace Incivility	29
Role of Demographic Factors in Workplace Incivility	31
Perception of Organizational Politics and Workplace Incivility	33

Incivility along with other forms of mistreatment in Organizations	33
Job Related Negative Emotions and Workplace incivility	34
Hypothesis Formulation.....	35
3. Methodology	36
Research Methodology	36
Data Collection.....	37
Data Collection Methods	37
4. Data Collection and Analysis.....	38
Survey Questionnaire Development	38
Hypothesis Formulation.....	38
Data Analysis from Questionnaire Responses (Quantitative Analysis)	38
Reliability Test for Perception of Politics.....	39
Reliability Test for Workplace Incivility	39
Descriptive Analysis	39
Binary Regression Analysis.....	40
Chi Square Analysis	41
Analysis of Interviews	42
Discussion	42
Soft Tactics used by Senior Management.....	43
Hard Tactics by New Hires.....	43
Organizational Culture.....	44
Job Stress	44
External Environment.....	44
5. Conclusion and Discussion	46
Conclusion of literature Review	46
Conclusion of Research Data.....	46
Approved Hypothesis	47
Recommendations	47
Limitations of Research	48
Future Direction.....	48
References	49
Exhibit A	52
Questionnaire.....	52
Exhibit B	55