

Relationship Between Employee's Participative Decision Making And Perception Of Organizational Politics

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Extensive Summary

1. Introduction

Perception of organizational politics has been an interesting area for the employees because of its potential benefits and obscurity. Organizational politics provide competitive advantage for both private and public sector (Drory ve Vigoda-Gadot, 2010:194). Organizational politics is understood through the perception of employees as the perception of organizational politics is the degree of how employees qualify the behaviors of their colleagues and employers politically. Ferris et al., (1994:6) revealed that organizational politics have less effect on employees when they understand and have the sense of control in the organization. Witt (1995:217) argues that executives can increase comprehension and sense of control among the employees through participative decision making. Based on these assumptions, we examined in the this study if there exists a relation between participative decision making and organizational politics and; if a relation does exist, how this relation differs in terms of demographic variables.

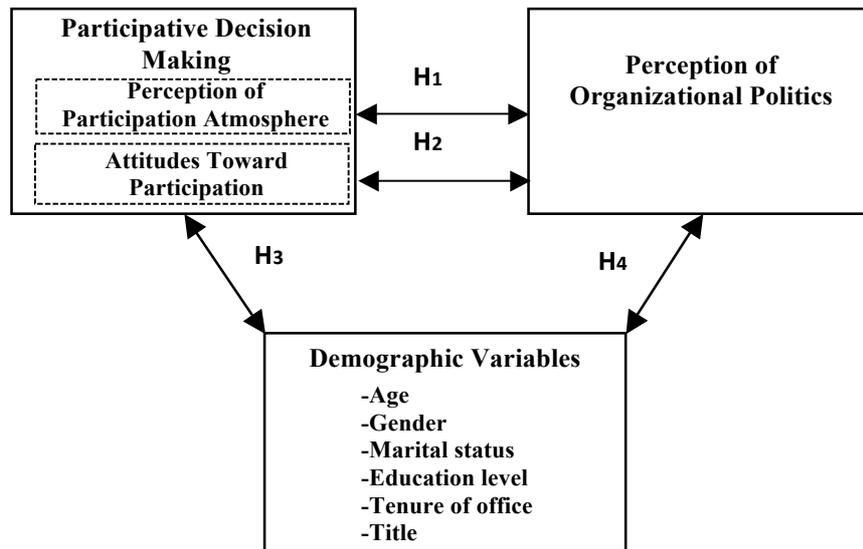
2. Method

Sample and Data Collection

The study was carried out in the city of Tokat and its districts among the civil servants working in the municipalities. In the municipalities of Almus, Artova, Başçiftlik, Erbaa, Niksar, Pazar, Sulusaray, Tokat, Turhal, Yeşilyurt ve Zile, the sample groups were approached directly and the permission of the municipalities were granted. Then the questionnaires were delivered hand by hand and then collected similarly. Although 300 questionnaires were collected, 29 of them were eliminated due to unanswered questions; 77 of them were eliminated after the outlier analysis. At the end, 178 questionnaires were analyzed.

The questionnaire has three parts: the first part includes demographic variables such as age, gender, marital status, education, term of office and title. To measure the perception of employees for participative decision making environment and the attitudes of employees for participation, “Participation atmosphere and Attitude towards Participation Scale” in which validity and reliability analysis were conducted. The scale was developed by Stale and Vogel (1997) was customized for Turkey by Cihangiroğlu (2009). Participation atmosphere and Attitude towards Participation was measured with 5 statements. To evaluate the employees’ perception of organizational politics, POPS: Perceptions of Organizational Politics Scale in which validity and reliability analysis was used, was conducted in this study. The Scale was developed by Kacmar and Ferris (1991) and customized in Turkish by Mohan-Bursalı (2008). Judgmental statements in the scale were ranked based on Likert. (1=strongly disagree to 5=strongly agree) Cronbach alfa was found .870 for attitude towards participation atmosphere; .812 for attitude towards participation; and .803 for the scale is general. The reliability for both scales were high and acceptable.

Research Model and Hypothesis



H₁: *There is a relationship between perception of participation atmosphere and perception of organizational politics.*

H₂: *There is a relationship between attitudes toward participation and perception of organizational politics.*

H₃: *Perception of organizational politics differs according to demographic variables.*

H₄: *Participative decision making differs according to demographic variables.*

3. Results

Pearson correlation technique was used to analyze the relation between variables. The results provide a weak relation between attitude towards participation atmosphere and attitude towards organizational politics therefore hypothesis 1 is accepted. A weak

positive relation between was observed between attitude towards participation and attitude towards organizational politics so Hypothesis 2 is also accepted. One way anova was carried out to analyze if the degree of attitude towards organizational politics and attitude towards participation changes with regard to age, gender, marital status, education, term of office and title. Attitude towards organizational politics was found to be unaffected with regard to gender and marital status and differences were observed for age, education, term of office and title. The degree of decision making participation was found to be indifferent with regard to age and marital status while it differed with regard to gender, education and terms of office. Degree of decision making participation increases with hierarchy in terms of title.

4. Conclusion

The relation between decision making participation and organizational politics was analyzed for employees in municipalities in this study. The relation was found to be weakly negative. The result supports the arguments in the literature which states that the attitude towards negative organizational politics can be moderated by increasing participation in the decision making process. The weak relation between the variables reveals the limitations of this study. Therefore, the relation between decision making participation and organizational politics or their mutual effect can be analyzed through different scales and for different samples in further studies.