PERCEIVED ORGANIZATIONAL POLITICS, ORGANIZATIONAL COMMITMENT, COPING STRATEGIES AND JOB SATISFACTION AMONG UNIVERSITY TEACHERS

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ABSTRACT

The present study was investigated the relationship between Perceived Organizational Politics, Organizational Commitment, Coping Strategies and Job Satisfaction among University Teachers. The current study used Correlational research design. Two hundred participants were collected through purposive sampling technique. Data was drawn from both government and private universities of Lahore within two months. Perceived organization politics scale, organizational commitment scale, coping strategies scale and job satisfaction scale were used to measure variables under study. Correlational analysis showed highly significant positive association between perceived organization politics, organizational commitment, coping strategies and job satisfaction among university teachers. Findings also showed significant prediction between organizational commitment, coping strategies and job satisfaction among university teachers. Results indicated that university teachers who perceive positive organizational politics, have high organizational commitment and coping strategies which leads them towards high level of job satisfaction.

Keywords: Perceived Organizational Politics, Organizational Commitment, Coping Strategies, Job Satisfaction, University Teachers.

INTRODUCTION

The aim of the present study was to investigate the association between perceived organizational politics, organizational commitment, coping strategies and job satisfaction among university teachers. Researcher also want to study the effects of perceived organizational politics, organizational commitment and coping strategies on job satisfaction.

Perceived Organizational Politics
Perceived organizational politics is an important factor which effect job satisfaction of employees. Individual utilize the organizational politics to win the competition. It causes negative impact on the performance of teachers and decreasing commitment to their job satisfaction (Indartono, 2009).

Organizational Commitment
The two most important organizational behaviors constructs are job satisfaction and organizational commitment. Organizational commitment introduced as a concept of a single dimensional attitude, involving identification, and loyalty of the employees towards their organization (Porter et al., 1974). However, job satisfaction level of employees has been associated with their commitment and influenced through satisfaction on small level consequences (Eslami & Gharakhani, 2012).

Coping Strategies

Coping strategies are psychological pattern which used individual to cope up with their stressful thoughts, feelings and action which they face during several stages of their unpleasant and negative experiences of life. Coping strategies is problem-focused or emotion-focused technique which is frequently changing individual's intellectual, cognitive and behavioral efforts and effect optimistically job satisfaction of employees. Employees use coping strategies when they feel stress and pressure on their work setting. Individual cope up to external or internal stresses through coping strategies" (Lazarus &Folkman, 1984).

Job Satisfaction

The satisfaction of job explained as human psychological state regarding how an individual thought or senses towards his/her work, or in other easy words, it is basically the emotions and attitudes of different people about variety of intrinsic and extrinsic components towards jobs and the company they perform their jobs duties in. These all factor of job satisfaction are associated to pay, raise, promotion, benefits, work nature, status, and relationship with co-workers (Mosadeghard, 2003). Teachers who feel satisfied with their job typically they have awareness of subject material and teaching skills therefore they feel safeguarded in organization. The competence of an educational system depends on the job satisfaction of employees to their organization (Sleyn, 1992).

Rationale

The study helps to understand how Perceived Organizational Politics, Organizational Commitment and Coping Strategies effect Job Satisfaction. Understanding the importance of Coping Strategies especially in University Teachers and helps to understand how policy makers and head of department improve Job Satisfaction of University Teachers.

Objectives

- To investigate the negative relationship between Perceived Organizational Politics and Job Satisfaction.
- To examine the positive relationship between Organizational Commitment, Coping Strategies and Job Satisfaction.
- To study the predictive role of Perceived Organizational Politics, Organizational Commitment and Coping Strategies on Job Satisfaction.

Hypothesis

- There is likely to be a negative relationship between Perceived Organizational Politics and Job Satisfaction.
- There is likely to be a positive relationship between Organizational Commitment, Coping Strategies and Job Satisfaction.
- There is likely to be a predictive role of Perceived Organizational Politics, Organizational Commitment and Coping Strategies on Job Satisfaction.

METHODOLOGY

Research Deign

Correlational research design was used to investigate the relationship between Perceived Organizational Politics, Organizational Commitment, Coping Strategies and Job Satisfaction among University Teachers.

Sample
The sample size of 200 male and female University Teachers. The sample size was determined by "G Power Analysis".

Sampling Technique
Purposive Sampling was done.

Measures
Assessment measures included the following.

Demographic Information
A list of different questions like name, age, sex, education, marital status, and job hours, job experience, monthly income, residence, socio economic status, number of siblings, education of parents, and family system was given to the participants to collect information.

Perceived Organizational Politics Scale
Perceived organizational politics scale was developed (Kacmar& Carlson, 1997). POP has 12-items. These items were measure on 5 point likert scale. The cronbach's alpha reliability of this scale is .87. This scale has high construct validity.

Organizational Commitment Scale
Organizational Commitment scale was developed (Allen & Meyer, 1990) grounded on the three main components model. Those components included affective commitment, normative commitment, and continuance commitment. This scale has 18 items and these items were measured on a 5-Point Likert scale. The alpha reliability of this scale was .87.

Coping Strategies Scale
Coping strategies scale was developed (Folkman& Lazarus, 1980). This scale has 33 items. In original version the response was in Yes/No but in the revised version the subject had to responds on a 4-point Likert scale which contain (0 = does not apply and/or not used; 4 = used a great deal). The Alpha reliability of Coping Strategies was .84.

Job Satisfaction Survey
The Job satisfaction survey (JSS) was developed by Spector (1985). The scale has 35 items which is measured on 6-point likert scale (1-strongly disagree, 6=strongly agree). The alpha reliability of this scale was .77.

Procedure
The participants were approached at different public and private hospitals. Each participant was provided with the Information Sheet for detail information regarding the research and a Consent Form to make sure that the participants were willingly participating in the research. They were informed about the ethical consideration of the study. After that pilot study and main study was conducted.

RESULTS

Data was analyzed using Statistical Packages for Social Science (SPSS.21).

Table 1

Pearson Product Moment Correlation Analysis between Study Variables among University Teachers (N=200)

	1	2	3	4	5	6	7	8	9	10
1.Gender	-	-.05	-.06	.02	-.11	.11	.14*	.12	.08	.19**
2. Residence		-	-.13	-.00	.05	-.03	-.03	-.06	-.09	-.20**
3. Family System			-	.01	.17*	-.09	-.01	-.07	-.23**	-.22**
4. Teaching Subject				-	.07	-.10	.15*	.19**	.08	.05
5. Nature of Job					-	.08	.19**	-.04	-.01	-.18**
6. Responsibility						-	.18**	.07	.19**	.18**
7. POP							-	.25**	.10	-.15*
8. OCS								-	.32**	.39**
9. CSS									-	.43**
10. JSS										-

** P< 0.01, *P < 0.05

Note: POP= Perceived Organizational Politics, OCS= Organizational Commitment Scale, CSS= Coping Strategies Scale, JSS= Job Satisfaction Scale.

The results in above table showed Perceived Organizational Politics has significant negative relationship with Job Satisfaction. However, Organizational Commitment and Coping Strategies have highly significant positive association with Job Satisfaction.

Table 2

Simple Regression Analysis Predicting Job Satisfaction (n=200)

			Job Satisfaction	
			Model 2	
Variables	Model 1 B	β	95% CI	
Constant	57.53		(35.93, 79.12)	
Gender	14.08*	.39*	(.83, 27.34)	
POPS	.12	.04	(-.24, .40)	
OCS	.36*	.27*	(.01, .71)	
CSS	.61*	.36*	(.40, .81)	
R^2		.27		
F		3		
ΔR^2			.26	
ΔF			24.79	

Note: *$p < .05$. , **$p < .01$. , ***$p < .001$.

a. Dependent Variable: Job Satisfaction

b. Predictors in the Models: Gender, Perceived Organizational Politics, Organizational Commitment and Coping Strategies.

Results in above table revealed that Gender, Organizational Commitment and Coping Strategies were significant predictor of Job Satisfaction.

DISCUSSION

Results revealed perceived organizational politics has significant positive association with job satisfaction. Another study was conducted by Nwizia and Alagah (2017) to explore the relationship between perceived organizational politics and employee's job satisfaction in (n=274) health sector employees. Findings reveled positive association between perceived organizational politics and job satisfaction in employees and also concluded that politics effect employee's job satisfaction in health sector. Results revealed organizational commitment and coping strategies has highly significant positive association with job satisfaction. Another study was leads by Ayobami (2013) to discover the level of organizational commitment and job satisfaction in (n=118) teachers. Results showed significant positive association between job satisfaction and organizational commitment of the teachers. One more study was conducted by Kulakarni and N. L (2017) to examine the association between occupational stress, coping strategies and job satisfaction among nurses. The results of the study have shown that there is a significant positive relationship exists between the occupational stress, coping strategies and job satisfaction among nurses working in general and psychiatric hospitals. Results showed that Organizational Commitment and Coping Strategies were the significant predictor of Job Satisfaction in teachers. Another study was conducted by Nagar (2012) to discover the association between the organizational commitment and job satisfaction in (n=120) nurses. Results revealed positive association between affective commitment and normative commitment with job satisfaction but the continuous commitment was not associated with job satisfaction in the nurses. The study revealed workers who were committed to their organization have higher level of job satisfaction. One more research was conducted by Kohantoarbi and Abolmaali (2014) to examine the prediction between coping skills and job satisfaction among pilots and assistants. Results showed that coping skills can predict job satisfaction.

CONCLUSION

It is evident from the current research and previous researches that University Teachers who have high Organizational Commitment and have to utilized Coping Strategies leaded towards better Job Satisfaction.

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