

Relationship Between Perceptions of Organizational Politics (POPs) and Employee Well-being (EWB)

Prabhashini Wijewantha¹, Mazuki Jusoh, (Ph.D.)²,
S. M. Ferdous Azam (Ph.D.)³, S. R. S. N. Sudasinghe (Ph.D.)⁴

¹Senior Lecturer, Department of Human Resource Management, Faculty of Commerce and Management Studies, University of Kelaniya, Sri Lanka.

²Ph.D. Candidate, Postgraduate Research Center, Management and Science University, Malaysia.

³Adjunct Professor, Faculty of Business Management and Professional Studies, Management and Science University, Malaysia.

⁴Faculty of Business Management and Professional Studies, Management and Science University, Malaysia.

⁵Senior Consultant, Sri Lanka Institute of Development Administration (SLIDA)

Abstract: Employee well-being is crucial to the survival and development of organizations around the world. However, the relationship between perceptions of organizational politics (POPs) and employee well-being (EWB) is yet to be understood rigorously. Drawing on the Affective Events Theory (AET), the Person-Environment Fit theory of stress, and the Job Demands- Resource (JD-R) theory, we propose that perceptions of organizational politics are a crucial factor affecting employee well-being in organizations. The study explores perceptions of organizational politics and the different dimensions of employee well-being. In doing so, the authors identified three dimensions of employee well-being, namely, life, well-being, workplace well-being, and psychological well-being. We tested the model using a sample of middle-level managers working in emerging multinationals from Sri Lanka, using a cross-sectional survey design. Data were collected using a self-administered, structured questionnaire developed using well-accepted standard measures. The sample is of considerable variability in terms of gender, educational level, and tenure. Data analyses were performed using SPSS 23.0, and the results indicate that POPs have a significant negative impact on overall employee well-being in organizations. To be precise, out of the three structural dimensions of employee well-being, the highest impact of perceived organizational politics was on the workplace well-being of employees. In contrast, there was no impact of perceived organizational politics on life well-being of employees. Given that employee well-being is an essential determinant of employee work outcomes such as performance, commitment, and productivity, our results specify a possible link between POPs and other employee and organizational outcomes as well.

Keywords: Employee Well-being (EWB), Life Well-being (LWB), Middle-level Managers, Perceptions of Organizational Politics (POPs), Psychological Well-being (PWB), Workplace Well-being (WWB)

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I. Introduction

A large body of research studies have demonstrated the impact of organizational politics on many important affective, cognitive, and behavioral work outcomes (e.g., Hang, Rosen, & Levy, 2009; Rashid, Islam, & Ahmer, 2019; Zhijie, Asghar, Gull, Shi, & Akbar, 2019). Organizational politics have been defined by a variety of scholars using different approaches (e.g., Drory & Romm, 1990; Mayes & Allen, 1977; Randall, Cropanzano, Bormann, & Birjulin, 1999). Organizational politics can be defined as “social influence attempts/actions directed at those who can provide rewards that will help, promote, or protect the self-interests of the actor” (Kacmar & Carlson, 1997, p. 629). This definition confirms that organizational politics is a social influence process in which the behavior of certain groups of employees in an organization is strategically designed to maximize short-term or long-term self-interests at the expense of the interests of others. However, whether the presence of organizational politics is beneficial or harmful to an employee in an organization depends not on the real presence of organizational politics within the organization, but on how such incidents are perceived by the employees (Gandz & Murray, 1980). As such, it is important to differentiate between the conceptual variations of organizational politics and perceptions of organizational politics at the outset itself.

Even though there is a huge stock of empirical studies on the consequences of perceptions of organizational politics towards work behaviors of employees and subsequent organizational outcomes, the impact of perceptions of organizational politics on the psychological conditions of employees is not fully understood. This study explored the role of perceptions of organizational politics on employee well-being,

drawing on from the Affective Events Theory (AET) theory, the Person-Environment Fit (P-E fit) theory of stress, and the Job Demands- Resource (JD-R) theory. According to the Affective Events theory, work environment in general and work events, in particular, create an impact on the health and well-being of employees. These can then influence work attitudes and work behaviors. Recent research in the area of organizational politics has further found that perceptions of organizational politics are affect-laden events, which would create intensely emotional responses (Thiel, Hill, Griffith, & Connelly, 2014). As such, the consequences of perceptions of organizational politics on the health and well-being of employees merit further exploration. By drawing on the aforementioned theories, this study examines firstly, the association between perceptions of organizational politics and overall employee well-being, and secondly, the association between the perceptions of organizational politics and the dimensions of employee well-being separately.

Zheng, Zhu, Zhao, and Zhang (2015) identified three dimensions of employee well-being in their seminal paper titled, 'Employee well-being in organizations: Theoretical model, scale development, and cross-cultural validation.' The primary difference between the conceptualization and operationalization of employee well-being by Zheng et al. (2015) over other well-being researchers is that the other studies focus only on either psychological well-being of employees or subjective well-being. However, Zheng et al. (2015) focus on the overall aspect of the well-being of an employee, covering life/ subjective well-being, workplace well-being, and psychological well-being. Perceptions of organizational politics are likely to influence different aspects of employee well-being differently. Thus, it is important to not only investigate the impact of perceptions of organizational politics on overall employee well-being but also investigate the impact of perceptions of organizational politics on different dimensions of employee well-being separately. Though there are previous studies available, which confirm the impact of perceptions of organizational politics on job stress of employees (e.g., Ferris et al., 1996; Labrague, 2017; Zhijie, Asghar, Gull, Shi, & Akbar, 2019), there is a dearth of studies investigating the impact of perceptions of organizational politics on aftermaths of stress. Accordingly, it is confirmed that the two aspects, which is the impact of perceptions of organizational politics on aftermaths of stress, especially including employee well-being and its dimensions, had rarely been a subject of analysis. Thus, paying attention to the same is worthwhile. Furthermore, Xanthopoulou, Bakker, and Ilies (2012) emphasize the need to look at the individual's perceptions of the events that occur in the workplace and how those incident related perceptions affect the employee well-being. However, in Asian countries, academic research on employee well-being still lags behind the needs of the organizations (Zheng et al., 2015). Even the studies available up to date are limited largely to measuring employee well-being in terms of job satisfaction, work attitude, and negative affect. Taking the above-identified lacuna in research into consideration, the present study explores the effects of perceptions of organizational politics on overall employee well-being and the effects of perceptions of organizational politics on the three dimensions of employee well-being, namely life well-being, workplace well-being, and psychological well-being, separately, taking a broader perspective.

Human beings have pursued well-being since ancient times (Zheng et al., 2015). Wellbeing of employees is an important factor to be studied, as it covers the overall happiness of employees and takes aspects, such as job satisfaction, enthusiasm, engagement, and loyalty into consideration in an integrated manner (Ullah, Hasnain, Khalid, & Aslam, 2019). Nevertheless, most of the prior research studies available on the well-being of individuals have ignored using employees as a sample of their research studies, as they have focused on samples such as college students and elderly persons. Understanding this importance, a few scholars (e.g., Rosen & Hochwater, 2014; Ullah et al., 2019) have investigated the impact of perceptions of organizational politics on employee well-being. However, the way they have defined, conceptualized, and operationalized employee well-being is vague and does not include a crystal-clear structure for the construct. As such, it is important to investigate the impact of perceptions of organizational politics on employee well-being and its structural dimensions using a crystal-clear structure for EWB.

In doing so, we define perceived organizational politics as an individual's perceptions of others' self-interested acts or behaviors, frequently associated with the manipulation of organizational policies, often using coercive tactics even at the expense of others for short-term gains (Kacmar & Ferris, 1991). Even though organizational politics are an inevitable part of organizational life (Ferris, Ellen III, McAllister, & Maher, 2019), unfortunately, it creates a negative impact on the other individuals and the organization, as the negative consequences of organizational politics will impact individual employees and ultimately impact negatively on the achievement of overall organizational performance goals. Perceptions of organizational politics create stress at work among employees, and it ultimately leads to high turnover rates as employees leave organizations in search of better pastures. As such, having a friendly working climate is particularly important for organizations. Furthermore, when organizations try to meet the overall performance goals to face the fierce competition coming from within the country and rest of the country while having a highly politicized organizational environment, it creates immense life pressure to employees working in organizations. Such situations lead to an increase in negative emotions, such as anxiety and stress, which leads to low levels of well-being. As a result, there are reports around the world that employees and managers who face extremely high levels of stress have committed suicide due to unacceptable levels of pressure (Zheng et al., 2015).

Accordingly, this paper aims to investigate the relationship between perceptions of organizational politics and employee well-being, specifically focusing on its three structural dimensions.

Hypothesis 1 – Perceived organizational politics negatively impacts employee well-being

Hypothesis 1a – Perceived organizational politics negatively impacts life well-being

Hypothesis 1b – Perceived organizational politics negatively impacts workplace well-being

Hypothesis 1c – Perceived organizational politics negatively impacts psychological well-being

Conceptual model

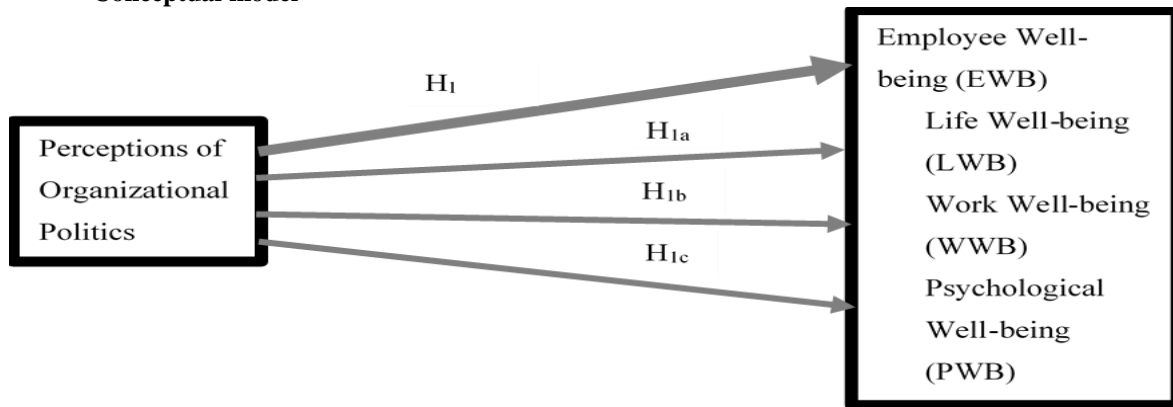


Figure 1 – Research model of the study – Impact of POPs on EWB and its three dimensions

Figure 1 depicts the conceptual framework or the research model of this paper. This model posits that perceived organizational politics negatively predicts overall employee well-being as well as life, workplace, and psychological well-being.

Research Context

This research study was undertaken using a sample of middle-level managers employed in emerging multinationals in Sri Lanka. These organizations are also referred to as new multinationals (García-Canal, Guillén, Fernández, & Puig, 2018). Many of the firms that have been identified as emerging multinationals were minor competitors until lately and are now challenging the world's most accomplished and recognized multinational giants around the world. With the increase of popularity and progress of these organizations, these firms are largely focusing on improving the individual employee and organizational performance to remain competitive in the global marketplace (Wijewantha, Jusoh, Azam, & Sudasinghe, 2020). As all parties in organizations are now aware and thorough about the relationship between the human resource and organizational performance, both through research and experience, they are now highly concerned about the utilization of human resource in achieving organizational performance; and unfortunately, this has happened at the expense of attention for employee well-being (Guest, 2017).

With the introduction of modern technology, shifts towards globalization, and rivalry in the international markets, the nature of work in these emerging multinationals has changed dramatically over the last few years (Landy & Conte, 2016; Ramsdal, 2016). Several organizations have downsized and restructured their organizations through automation, while some have undergone mergers, acquisitions, entered into strategic alliances, and ownership changes in their survival efforts over competition coming from the world (Foster, Hassard, Morris, & Cox, 2016). The impact of these transformations has affected not only the blue-collar workers as in the early days but also the white-collar workers of these firms (Patri, 2016), including the managerial layers. When it comes to 'Managers' - the positions as well as the job holders are not a homogeneous category and includes hierarchical layers as top/senior managers, middle managers, and operational managers (Hales, 2006); hence, the nature of work, the type of stress and pressure, and the other things experienced by each managerial category in the organizational hierarchy are relatively different (e.g., in the organizational reforms such as delayering, downsizing, restructuring, etc., it is the middle management positions and the middle managerial employees who are often targeted as redundant -McCann, Morris, & Hassard, 2008). In this view, middle managers of organizations are observed to be always under stress and pressure as their positions and privileges are often under threat (Holmemo&Ingvaldsen, 2016). However, the middle managers are also considered as an essential group in organizations, as they are positioned above the work floor/non-executive workers and carry the responsibilities for supervising the work of floor workers and the first-line managers (Birken, Lee, & Weiner, 2012; Oldenhof, Stoopendaal, & Putters, 2016; Oldenhof, 2015) while bridging the ideas from the top with the reality from the front line (Holmemo, & Ingvaldsen, 2016). Anicich and Hirsh (2017) identify this as the dual responsibility of engaging in both leading and following simultaneously. According to

the same authors, they are the group that is often subject to the power and politics of both higher and lower command colleagues. Middle managers need to manifest a low power deferential behavior in dealing with the superiors while adopting an assertive high-power behavior in dealing with their subordinates. Failure to conform to these role-based expectations and conflicting demands of multiple stakeholders often lead to conflicts, stress, disappointments, and frustrations, etc. Given this situation, the middle managerial employees of organizations repeatedly experience well-being issues, due to the psychologically challenging circumstances that they often face at work (Schaufeli, Taris, & Rhenen, 2008). These challenging and stressful circumstances encountered daily by these employees takes a toll on their physical health, which sometimes leads to hypertension and even heart disease (Anicich & Hirsh, 2017). In a survey of 21,859 full-time employees across a range of industries, researchers have observed that the middle managers have higher rates of depression and anxiety over other employees (Prins, Bates, Keyes, & Muntaner, 2015). Therefore, this study looks at the well-being problems experienced by the middle management layer of organizations, the level of impact of perceived organizational politics on these well-being problems.

II. Method

This section explains the methodology adopted by the researchers in undertaking the research study. Accordingly, the section covers the sample, measures used to develop the data collection instrument, and the procedure of undertaking the survey study.

Sample

The sample of the study included middle-level managers who have worked for more than one year in their respective organizations. This time duration was considered to ensure that the employees have experienced some form of politics within the organization during their tenure, and it has impacted on their level of well-being. A total of 342 participants who were in full-time employment in the middle-managerial layer of the organizational hierarchy were selected for data collection. The sample represented 20 emerging multinationals from Sri Lanka. Considering ethical grounds in research, the respondents were not provided with any form of reward for participating in the research.

The sample consisted of respondents from various industries from the private sector organizations of Sri Lanka, identified as emerging multinationals. It comprised of 186 males and 156 females. The job tenure was distributed as follows: a) 1-2 years (n=6); b) 3-5 years (n= 104); 6-10 years (n=124); d) over 10 years (n=108). The sample had 64.6% of respondents who had a bachelor's degree or professional qualification as their highest educational qualification, whereas 16.4% had a Masters degree. The employee age distribution was as follows: a) 21-30 years old (n=65); b) 31-40 years old (n=168); c) 41-50 years old (n=89); d) 51-60 years old (n=20).

Measures

The data were collected for the research study from the sample using a self-administered, structured, anonymous questionnaire developed using well-accepted standard measures. Accordingly, employee well-being was measured using a cross-culturally validated 18-item self-report scale developed by Zheng et al. (2015), of which the reliability and the validity have been established through several quantitative studies by the developers themselves. According to this measure, employee well-being comprises of three structural dimensions (with six items for each) as Life Well-Being (LWB), Workplace Well-Being (WWB), and Psychological Well-Being (PWB). Scale scores range along a 7-point rating scale from 1 (*strongly disagree*) to 7 (*strongly agree*), where the higher scores indicate a higher level of employee well-being. Considering the original statistics of reliability for the measure, the scale has demonstrated a high level of overall internal consistency ($\alpha = .93$), and a high level of consistency within each sub-scale (LWB- $\alpha = .92$, WWB - $\alpha = .93$, PWB - $\alpha = .88$) (Zheng et al., 2015). Since the developers of the measure have made the employee well-being scale publicly available by including it at the end of their article - Zheng et al. (2015), it is not required to obtain permission from the developers to use the instrument in subsequent work, and hence, no separate permission was obtained from the developers to use this scale in the present study.

The independent variable of the study, perceptions of organizational politics, was measured in this research using the famous 12-item 'Perceived Organizational Politics Scale (POPS)' scale. It had been originally developed and validated by Kacmar and Ferris (1991) and further validated by Ferris and Kacmar (1992), Nye and Witt (1993), and Randall, Cropanzano, Bormann, and Birjulin (1999). This scale was selected as it is regarded as the most accepted, widely used, validated, and parsimonious measure of perceived organizational politics (Landells & Albrecht, 2017; Malik et al., 2019; Vigoda-Gadot & Talmud, 2010). It taps how the work environment can be perceived as political by the employees, considering organizational policies, the behavior of supervisory/managerial level employees (leaders), and the actions of co-workers (Kacmar & Ferris, 1991). Items in this self-report measure fall under three factors or structural dimensions, viz., a) general political behavior (six items), b) going along to get ahead (four items), and c) pay and promotion (two items). The responses were

assessed on a 7-point Likert scale, which ranges from 1 ('strongly disagree') to 7 ('strongly agree') (Nye & Witt, 1993). The measure comprises of both positively worded and negatively worded items. In six of the positively worded items in the measure, high scores reflect that employees view their present work environment as political to a greater extent (Nye & Witt, 1993). There are alternative six negatively worded items. Kacmar and Ferris (1991) have reported the original statistics of reliability for the overall measure as $\alpha = .87$, suggesting a high level of internal consistency.

Procedure

As indicated above, this quantitative study is based on primary data collected from the middle-level managers of emerging multinational corporations in Sri Lanka, following the survey strategy. Accordingly, the data were collected from employees if they belong to the middle manager category of the organization and if their respective organization belongs to the category of emerging multinational corporations from Sri Lanka. Due to the busy nature of the respondents, data were collected only at one point in time, and this involved the inherent potential for common method bias (Podsakoff, Mackenzie, Lee, & Podsakoff, 2003). The principal researcher administered 600 questionnaires, and 357 responses were received. Out of the responses received, 15 questionnaires had to be discarded, and thus, the final sample size of the study is 342 with a usable response rate of 57%. As the study involved collecting data from a relatively large sample, employed in various locations of about 20 organizations, the principal investigator employed a research assistant and that primarily contributed to achieve a relatively high response rate and complete the data collection process within a limited time. Due to the ethical standards of the organizations in which the respondents were employed, no gifts were offered to the respondents except for a Thank You note.

III. Results

The relationship between perceived organizational politics and overall employee well-being, as well as life, workplace, and psychological well-being, was analyzed initially using the Pearson-product-moment correlation coefficient. Primarily, the first author ensured that the data were entered accurately by checking for range, minimum, and maximum values. Further, it was also confirmed that there is no missing data, which requires treatment. After that, a preliminary analysis was performed to ensure that no violation of underlying assumptions – such as normality, linearity, and homoscedasticity occurred in the data. Thereafter, the correlation analysis was performed. In Table 1, the results indicate a small negative relationship between perceived organizational politics and employee well-being ($r = -.260, p < .01$). Apart from that the results indicate, a moderate negative relationship between perceived organizational politics and workplace well-being ($r = -.338, p < .01$) and psychological well-being ($r = -.324, p < .01$), whereas there is no correlation between perceived organizational politics and life well-being of employees ($r = .027, p > .01$).

In assessing the unique contribution of perceived organizational politics on life, workplace, and psychological well-being, separately as well as on overall employee well-being, simple linear regression was used. The results of this analysis are as presented in Table 2. As indicated in Table 2, out of the three dimensions of employee well-being, two study models were statistically significant ($F_w = 43.885, F_p = 39.926; p < .001$). Besides, the R^2 value for the construct of overall well-being indicated that perceived organizational politics accounted for 6.8% ($R^2 = .068$) of the variation in overall employee well-being. Furthermore, perceived organizational politics accounted for 11.4% of the variation in work well-being, whereas it accounted for 10.5% of the variation in the psychological well-being of employees.

The standardized beta (β) for perceived organizational politics indicates that one standard deviation unit increase in perceived organizational politics decreases overall employee well-being by .241 standard deviation units. Also, the probability of the t -statistic (-4.971) for the standardized beta (β) coefficient of the independent variable – perceived organizational politics is significant at .00, which is less than the level of .001. In addition, the standardized beta (β) for perceived organizational politics indicates that one standard deviation unit increase in perceived organizational politics decreases workplace well-being of employees by .384 standard deviation units. In addition, the probability of the t -statistic (-6.625) for the standardized beta (β) coefficient of the independent variable – perceived organizational politics is significant at .00, which is less than the level of .001. Furthermore, the standardized beta (β) for perceived organizational politics indicates that one standard deviation unit increase in perceived organizational politics decreases the psychological well-being of employees by .372 standard deviation units. In addition, the probability of the t -statistic (-6.319) for the standardized beta (β) coefficient of the independent variable – perceived organizational politics is significant at .00, which is less than the level of .001.

Accordingly, based on the analysis of data, it is confirmed that hypothesis 1, which is, 'Perceived organizational politics negatively impacts employee well-being,' is supported by the data. In addition, out of the sub hypotheses developed for structural dimensions of employee well-being, the H_{1b} - Perceived organizational politics negatively impacts workplace well-being and H_{1c} - Perceived organizational politics negatively impacts

psychological well-being, are supported by the data, whereas the H_{1a} – Perceived organizational politics negatively impacts life well-being, is not supported by the data.

Table 1

Correlation results

Variable	LWB	WWB	PWB	EWB
Life Well-being	1			
Workplace Well-being	.266*	1		
Psychological Well-being	.334*	.718*	1	
Employee Well-being	.693*	.824*	.856*	1
Perceived organizational politics	.027	-.338*	-.324*	-.260*

p < .01

Table 2 – Standard multiple regression for perceived organizational politics on life, workplace, and psychological well-being

Relationship	β	R ²	F	t
POPs and life well-being	.033	.001	.239	.489
POPs and workplace well-being	-.384	.114	43.885*	-6.625*
POPs and psychological well-being	-.372	.105	39.926*	-6.319*
POPs and employee well-being	-.241	.068	24.712*	-4.971*

p < .01

IV. Discussion of Findings

The study explored the relationship between perceived organizational politics and overall employee well-being and its structural dimensions. The correlation analysis of the study confirmed that there is a small negative relationship between perceived organizational politics and overall employee well-being. Besides, the results indicated a moderate negative relationship between perceived organizational politics and workplace well-being of employees and the psychological well-being of employees. This and the results of the regression analysis confirms that, as politics is generally considered as a fact of life in organizations, it has a direct negative impact on the workplace and psychological well-being of employees over life well-being. Though it was little known previously as to how perceived organizational politics impact different aspects of employee well-being, now the findings confirm that it has a more significant impact on the workplace and psychological well-being of employees while there is no impact on life well-being of employees. The findings of the study are thereby more consistent with Ferris et al. (1996), where they state that perceptions of organizational politics act more as a work-related psychological stressor than a factor that influences the overall happiness of individuals. In addition to the empirical literature, the findings are also consistent with the person-environment fit theory of stress, the job demands-resource model, and the affective events theory.

V. Limitations and Directions for Further Research

Our study has some limitations that provide opportunities for future research. First, this study looked at only four direct relationships between the independent variable and the dependent variable and its three structural dimensions. The relationship between the independent variable and the dependent variable can be further explained in future research studies by converting it to a fully-fledged conceptual model by introducing appropriate mediator(s) and/or moderating variables. In doing so, it might be fruitful for future studies to investigate the moderating roles of various individual difference constructs on the relationship between the independent and the dependent variable and the potential mediators. In addition, methodologically, future studies can consider controlling for the demographic variables such as gender, age, and tenure of employees. Second, we employed a cross-sectional survey design where data were collected at only one point of time and from a single source. However, as there is a high possibility that perceived organizational politics would have a temporal sequence on employee well-being outcomes, further investigations would benefit from the examination of longitudinal effects, as it is reasonable to assume that well-being outcomes may evolve in time. Finally, all the variables of the study were measured using self-report scales, which may produce somewhat biased results. However, this cannot be overcome in future research as well as both of our study variables are suitable only for self-report measurement. However, this issue could raise the problem of common method variance (CMV), which might artificially inflate or attenuate the association between the two variables. Accordingly, the future researchers can modify their questionnaires in the data collection process by using two versions of the questionnaire that have different variable orders or consider employing multiple methods and measures to minimize the issue (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

Implications for Theory and Practice

The growing interest in academia and among the managers towards increasing the well-being of employees in the society has enhanced the focus and attraction of both the scholarly community and the employers on the area of employee well-being (Robertson & Cooper, 2010; Zheng et al., 2015). According to Sonnentag and Ilies (2011), this growing interest in the area of employee well-being has mainly arisen as it has emerged as an essential research topic in Organizational Behavior and related literature. Despite this new interest in the well-being of individuals, most studies so far have only paid attention towards the general life well-being of employees, while there is a need to look at the employee well-being. Given this situation, our research model and findings address the gap in knowledge on the impact of perceived organizational politics on employee well-being among middle-level managers in emerging multinationals in Sri Lanka. The findings generated from the study make several significant contributions to the field of Employee Well-being (EWB) in Sri Lanka as well as in Asia. In doing so, the authors used a very structured and complete scale and structural dimensions for employee well-being by using the theoretical structure developed by Zheng et al. (2015) in China. As such, the findings generated can be more easily applied to the Asian context. By the findings generated, the study contributes to the organizational politics literature as well as to the literature in the area of health and wellness of employees. A significant contribution of this study to the literature on organizational politics is the extension of the relationship between perceived organizational politics and anxiety presented in the model of perceptions of organizational politics towards employee well-being, which is a broader aspect than job stress or anxiety. Furthermore, the findings of the study are generalizable to all types of business categories and industries, and all levels of managerial employees as the sample contains a demographically diverse sample.

Based on the findings of the research study, it could be recommended that the organizations need to pay serious attention to employee well-being, as it leads to an array of employee level outcomes (e.g., psychological health of employees, employee job performance, organizational citizenship behavior, motivation, job satisfaction, etc.) and organizational level outcomes (e.g., organizational performance, effectiveness, competitiveness, and productivity). The findings of this study will guide the managers in evaluating, monitoring, and elevating the level of employee well-being among employees in their organizations. When focusing on employee well-being, this paper presents a comprehensive perspective as it includes not only job satisfaction but also all the positive emotions that an individual will experience regarding work. Many researchers and organizations in both Asia and the West have attempted to understand factors that contribute either positively or negatively to employee well-being (Robertson & Cooper, 2010). The findings of this study are mainly crucial for organizations as they attempt to design various programs and initiatives to enhance employee well-being. In designing such programs, the Human Resource Management (HRM) Departments of these organizations must take efforts to minimize the presence of organizational politics within the firm, taking the findings of this study as a guide. Besides, the HRM departments need to provide training for employees on areas such as resilience and mindfulness so that they will be able to develop either positive or indifferent perceptions on organizational politics rather than developing negative perceptions.

VI. Conclusion

The study investigated the relationship between perceived organizational politics and employee well-being among middle-level managers in emerging multinationals in Sri Lanka. In doing so, it investigated the impact of perceived organizational politics on the structural dimensions of employee well-being, namely life, workplace, and psychological well-being, separately. Analysis of the data demonstrated that perceptions of organizational politics have a negative impact on overall employee well-being in general. Out of the three structural dimensions of employee well-being, the highest impact of perceived organizational politics was on the workplace well-being of employees, whereas there was no impact of perceived organizational politics on life well-being of employees. Thus, it is vital to minimize the negative perceptions among employees about organizational politics to ensure greater workplace well-being and psychological well-being among employees. In conclusion, organizations can enhance the employee well-being of their managerial level employees by effectively managing organizational politics as well as the political perceptions of their employees.

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