THE EFFECTS OF ORGANIZATIONAL POLITICS ON EMPLOYEES
PERFORMANCE:THE ROLE OF EMOTIONAL INTELLIGENCE AND
SPRITUALITY

By

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ABSTRACT

Organizational politics has become a common life experience in numerous corporations across the globe whereas, the concept of organizational politics has become a recent topic of debate in modern management literatures. Existing literatures suggest that the perception of organizational politics negatively influence employees' performance in the workplace, and these negative influences can be reduced by numerous mitigating factors. The main purpose of this research "To evaluate if the impacts of perceived organizational politics are negatively imposed on job performance, and the roles of emotional intelligence and workplace spirituality in mitigating these impacts."This research is primary based; with data for prove of hypotheses gathered via online survey. The choice of online survey is to offer responders from all over the world to participate in contributing to the overall quality of the research. The gathered data were analyzed with SPSS – factor analysis and multivariate regressions were conducted to prove the hypotheses. The analyzed data revealed that organizational politics influences job performance negatively and that these influence can be mitigated by employees' level of emotional intelligence and workplace spirituality. Besides providing evidence to support the research topic and meeting the research objectives, it was also found that employees' wage does not depend on their type of job (whether part-time or full-time), and that older employees are more likely to be working on full-time job than younger employees. The findings offer important implications for the support of theories on organizational politics and job performance, and how emotional intelligence and workplace spirituality help to mitigate these issues.

Keywords: organizational politics, emotional intelligence, workplace spirituality

ABSTRAK

Politik organisasi telah menjadi satu pengalaman hidup yang biasa dalam pelbagai jenis organisasi dan syarikat-syarikat di seluruh dunia .Konsep politik organisasi telah menjadi satu topik terkini perdebatan dalam literatur pengurusan moden. Kesusasteraan yang sedia ada mencadangkan bahawa persepsi politik organisasi mempengaruhi prestasi pekerja dan suasana tempat kerja secara negatif, dan pengaruh negatif ini boleh dikurangkan oleh pelbagai faktor tebatan. Tujuan utama kajian ini adalah "Untuk menilai samada politik organisasi mempengaruhi prestasi kerja, secara negatif dan juga untuk menilai peranan kecerdasan emosi dan kerohanian di tempat kerja dalam mengurangkan kesan ini" Kajian ini adalah berasaskan atau berbentuk Penyelidikan Asas; di mana data yang dipergunakan untuk membuktikan hipotesis dikumpulkan melalui kaji selidik dalam talian online. Pilihan kaji selidik dalam talian adalah untuk memastikan bahawa maklum balas dapat dikumpul daripada semua pihak yang berkaitan diseluruh dunia agar ia dapat menyumbang kepada kualiti keseluruhan kajian. Data yang dikumpul telah dianalisis dengan sistem SPSS - analisis faktor dan terurus multivariat telah dijalankan untuk membuktikan hipotesis. Analisa data menunjukkan bahawa organisasi politik pengaruh prestasi kerja negatif dan pengaruh ini boleh dikurangkan oleh tahap kecerdasan emosi dan kerohanian di tempat kerja pekerja. Selain menyediakan bukti untuk menyokong topik penyelidikan dan memenuhi objektif kajian, juga dikenalpasti bahawa faktor gaji pekerja tidak bergantung kepada jenis pekerjaan (sama ada sambilan atau sepenuh masa) mereka, dan pekerja lebih tua adalah lebih cenderung untuk menjadi bekerja pada pekerjaan sepenuh masa daripada pekerja muda. Penemuan kajian ini menawarkan implikasi yang penting sebagai sokongan kepada teori politik organisasi dan prestasi kerja, dan bagaimana kecerdasan emosi dan kerohanian di tempat kerja dapat membantu untuk mengurangkan isu-isu ini.

Kata Kunci:Politik Organisasi,Kecerdasan Emosi , Kerohanian Tempat Kerja

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TABLE OF CONTENTS

TITLE
      PAGE

CHAPTER1

INTRODUCTION

CHAPTER 2

LITERATURE REVIEW

CHAPTER 3

RESEARCH METHODOLOGY

CHAPTER 4

DATA ANALYSIS

CHAPTER 5

CONCLUSION AND RECOMMENDATION

75

LIST OF TABLES   **PAGE**

LIST OF FIGURE   **PAGE**

CHAPTER 1

INTRODUCTION

1.0   INTRODUCTION

Organizational politics has become a common life experience in numerous corporations across the globe (Medison et al., 1980; Gandz& Murray, 1980). This view has been supported over the year by personal experience, hunches and circumstantial evidence (Ferris &Kacmar, 1992). Organizational politics is defined by Mintzderg (1983) and Pfeffer (1992) as a term used to indicate power relations and influential tactics in workplace. As a result of the influence it can yield, the concept of organizational politics has become a recent topic of debate in modern management literatures. Most studied in this area have been done with focus on organizational politics in relations to certain outcomes , the nature and characteristics of relationship. Apart from the effects of organizational politics in organizations, it is a promising field for further studies as it is believed to be one of the existing obstacles to organizational performance (Vigoda, 2000; Kacmar& Baron, 1999).

In support to the above account it is found by researches that organizational politics and political perceptions, influences both workers and their working environment negatively (e.g., Ferris et al., 1989; Ferris et al., 2002; Kacmar& Baron, 1999; Mayes & Allen, 1977; Porter et al., 1981). Studies have indicated that there is a negative relationship between job performance and perceived organizational politics (Witt, 1998; Kacmar et al., 1999).Job performance is generally divided into two components: in-role performance (task   performance)   and   extra-role   performance   (contextual   performance)

(Borman&Motowidlo, 1993; Motowidlo& Van Scotter, 1994; Motowidlo et al., 1997). In-role performance refer to the outcome of the delegated tasks, while extra-role refer to the behavior needed to support the social fabric of the organization and both are directly influenced by organizational politics (Witt et al., 2002).

Emotional intelligence on the other hand, is not enough to explain organizational performance, but it plays a key role in organizational success (Abubakr and Faud, 2006). Rosete and Ciarrochi (2005) demonstrated that executives higher on understanding of their own feelings and that of their subordinates are more likely to achieve success in the organization and be viewed as competent leaders by both staffs and other managers. Diggins (2004) also stated that the best managers need to possess a certain level of emotional intelligence in order to make decisions that combines self-esteem, relationship skills and an awareness of how their behavior affect others in the organization. Diggins (2004, p. 34) made the suggestion that EI is necessary for effective organizational performance and for staying ahead of the pack during period of organizational change. In reality, the inclusion of emotional intelligence in training and development programs has helped employees to be more corporative and motivated, thus increasing productivity and profit.

There is a common belief in emerging literatures on organizational spirituality that spirituality fulfills a specific role in organizations. There are numerous things to be learned from these literatures. In accordance with Krishnakumar and Neck (2004), organizational spirituality enhances creativity, honesty, trust and commitment in the workplace, as well as increase sense of personal fulfillment of employees. Spiritual employees are more intelligent(Heaton et al., 2004), more empathic (Miller, 2000), less

concerned (Harung et al., 1996) and happier (Heaton et al., 2004) than their non-spiritual colleagues.They are also thoughtful and authentic (Pawar, 2008), creative (Defoore and Renesh, 1995), effective (Harung et al., 1996), committed (Garcia-Zamor, 2003), coordinated (Defoore and Renesh, 1996), motivated (Neck and Milliman, 1994), sensitive in an ethical way (Chakraborty, 1993), capable of coping with stress (Cunha and Rego, 2008), inspired (Dehler and Welsh, 1994), innovative (Miller, 2000), flexible to change (Eisler andMontuori, 2003), responsible (Pawar, 2008), morally matured (Bass and Steidlmeier,1999, in: Driscoll and McKee, 2007), able to build consensus (Bass and Steidlmeier,1999, in: Driscoll and McKee, 2007), fulfilled (Heaton et al. 2004) and easily control anger (Chakraborty, 1993).

In this context, it can be easily seen that organizational politics has a direct effect on employee's job performance in both in-role and extra-role tasks. However, the rate at which their performance is influenced in relation to perceived organizational politics can be linked to their level of emotional intelligence and spirituality. This study aims to explore this context in detail, to demonstrate that an employee's job performance as a result of perceived organizational politics can be dependent on his or her level of emotional intelligence (understating the business environment) and spirituality (sacrifice).

1.1   RESEARCH BACKGROUND

Perceived organizational politics rarely can be associated with any positive effect. Researches have studied the effects of perceived organizational politics in different industry by considering numerous variables, and all these findings tend to point in our direction, that organizational politics negatively influences employees' commitment and job satisfactions.

Job stress is one of the influence organizational politics had on employees. Stress is a psychological syndrome, that arises when people are faced with situations they considered as being taxing or exceeding their capability and endangering their well-being (Lazarus and Folkman, 1984). Job stress is very common in a politically charged workplace because, employees are not certain that their efforts will be rewarded and they are scared of being at risk by other people's action (for instances, risk of losing valued rewards). This risky, unpredictable and threatening workplace increases the level of job stress experienced by employees (Cropanzano et al., 1997).

Job satisfaction and commitment is also another area that perceived organizational politics influences negatively. Job satisfaction has been considered as a positive emotional state, which is achieved when employees experience job appraisals (Locke, 1976, p. 1300). Ferris et al. (1989) linked perceived organizational politics to be directly linked with low level of job satisfaction. This is because, organizational politics on its own entails denial of what is worthily deserved. Once employees perceive decisions in the organization to be political, their level of satisfaction will be reduced and it will influence their commitment level as well. The suggested relationship between perceived

organizational politics and job satisfaction has been empirically supported. Recent research have found perceived organizational politics to be a negative predictor of job satisfaction (e.g. Cropanzano et al., 1997; Ferris and Kacmar, 1992; Witt et al., 2000; Kacmar et al., 1999).

Vigoda-Gadot and Meisler (2010) supported the modeling role of emotional intelligence in the relationship between employees' commitment and perceived organizational politics, and between organizational politics and employees' absenteeism. In his supported, employees level of emotional intelligence and spirituality was deemed modeling mediator that mitigates the consequential effects of organizational politics. Thus, level of emotional intelligence and spirituality helps to maintain employees' job satisfaction and commitment level. As such, the researches on these areas of study present a stable background for this dissertation as studies have been to in the field of study intended to be embarked on.

1.2   PROBLEM STATEMENT

They are numerous researches to account for the negative effects of organizational politics and political perceptions (e.g., Ferris et al., 1989; Ferris et al., 2002; Kacmar& Baron, 1999; Mayes & Allen, 1977; Porter et al., 1981). Some of the literatures point out these negative outcomes to be lower level of job satisfaction and organizational commitment (Hochwarter, 2003; Cropanzano et al., 1997; Randall et al., 1999; Witt et al., 2000), reduced level of organizational citizenship behavior (Randall et al., 1999), increased level of negligent behavior (Vigoda, 2000), recued level of overall

organizational performance (Vigoda, 2000), job anxiety and stress (Ferris et al., 1996; Poon, 2003; Vigoda, 2002), and high employee turnover (Bozeman et al., 2001; Poon, 2004; Randall et al., 1999).

However, there are little studies that look to understand the role emotional intelligence and spirituality plays on employees' perceived organizational politics. Studies have been undertaken to understand the mitigating response system employees adopt to correct perceived organizational politics (George and Zoe, 2011). There have been findings that support the idea that employees who are well positioned to understand the reasons for changes in organizational behavior, and undertake measures to correct such behaviors in their respective working environment are less likely to experience the negative effects associated with perceived organizational politics (Bozeman et al., 2001; Valle and Perrewe´, 2000), but these findings does not point directly to emotional intelligence and spirituality as the mitigating factors.

Other studies have gone as long as categorizing these mitigating factors to be dispositional or attitudinal factors such as higher level of employee commitment (Hochwarter et al., 1999), self-efficacy (Bozeman et al., 2001; Valle et al., 2003), positive emotional dispositions (Hochwarter and Treadway, 2003), pro-social behavior (Baruch et al., 2004), reciprocity (Setton et al., 1996), gained reputation(Hochwarter et al., 2007) and passion for achievement (Byrne et al., 2005), and situational factors like increased level of supervisor and co-worker feedback (Rosen et al., 2006), higher corporation level in the workforce (Harris et al., 2005), perception of teamwork (Valle and Witt, 2001), workplace spirituality (Kolodinsky et al., 2003), trust (Vigoda-Gadot,

2006) to mention but few. But, none of these studies applied the two elements of emotional intelligence and workplace spirituality.

In view of the above discussion, the research problem is that organizational politics negatively influences employees' performance as the lack of commitment, high stress and fatigue, and high turnover intention will not allow the employee to be fully committed to his or her work and eventually will have his or her performance reduced. As such, the overall productivity of the company will be reduced as well. Therefore, this study tend to be the platform to raise a solution via identifying if Organizational Politics influences Job performance negatively besides evaluating the role of both mitigating factors , Emotional Intelligence and Workplace in relation to the impacts of Perceived Organizational Politics.

1.3   RESEARCH QUESTIONS

At the course of seeking to achieve the set objectives, the following questions will be asked:

   I.   Is perception of politics common in organizations?

  II.   What are the negative effects of such perception?

 III.   Does organizational politics influences employees' commitment level in job performance?

 IV.   Does emotional intelligence and spirituality mitigate these negative influence of organizational politics?

1.4   RESEARCH OBJECTIVES

In relation to the research questions above, the objectives of this research is to:

   I.   Understand whether the perception of politics common in organizations?

  II.   Understand the negative effects of such perception?

 III.   Illustrate whether perceived organization politics influences the commitment level of employees' in job performance

 IV.   Illustrate whether emotional intelligence and spirituality can mitigate the negative influence of organizational politics.

1.5   SIGNIFICANCE OF STUDY

This study can be said to be highly significant for both academicians and readers because, it attempts to link emotional intelligence and organizational spirituality as a mitigating factor to the negative effects of organizational politics. On the process, it also provides a background review on the concept of organizational politics, how it is developed, its effects and what companies can do to reduce or possibly eliminate it.

Understanding the issue of organizational politics and its influence in workforce is important especially with the rapid adoption and penetration of mixed workforce because of globalization. This is because, lack of understanding can limit the possibilities of properly handling a mixed workforce where biasness might be highly prevalent in rating as a result of racial or cultural differences.

1.6   SCOPE AND LIMITATION OF STUDY

The scope of this research is to understand the influence of organizational politics on employees' performance, and the role of emotional intelligence and spirituality in mitigating the negative effects of perceived organizational politics. From this context, it can be seen that the scope of this research is broad and not applicable to any particular organization but instead a defined in terms of practice in all organizations. Thus, the limitations of this study are:

Broad scope–the broad scope of the study limits the quality of the study in the sense that a simpler scope has offered a more in-depth understanding in the field of perceived organizational politics and employees' performance. It can be argued that the research would yield more significant result is the scope of the study was based on one topic as a mitigator (either spirituality or emotional intelligence) than is possible with two of these elements. This is because, responders will focus on one subject and it will improve their overall response pattern.

1.7   ORGANIZATION OF STUDY

This part of dissertation illustrates that research follows the flow path of reviewing relevant literatures in the subject of discussion, conducting primary research to test these theories and discussing the findings from the research in chapter basis.

The first chapter: the first step to this research is to understand related theories. Under this section, the study has explored theories on organizational politics, employees' performance, emotional intelligence and spirituality. These theories is been synced to understand what have been done in the past in relation to how emotional intelligence and

spirituality can help mitigate the negative influences of organizational politics on employees' performance.

The second chapter: this section involves gathering primary research. The main purpose of the primary research is to prove the stated hypothesis and link it to the theoretical background presented in order to understand whether what has been stated in the presented theories can actually be applied in real life.

The third and fourth chapter: this section is about the research method and data analysis section. Chapter three covers the methodology utilized to conduct the analysis and further discussions on developing hypothesis. Chapter four, focused on data analysis whreas in this part, the gathered data will be analyzed with SPSS. The analysis is been presented via descriptive statistics about the variables loaded into the questionnaire, and the findings from this section is the one been used to prove stated hypotheses.

The final section: once the stated hypotheses have been proven, the remaining parts of the study focus on discussing the findings from the research, recommending the right practices for organizations, stating the background for future research and reflection on the whole research process.

LITERATURE REVIEW

2.0   INTRODUCTION

In this chapter, a review of literatures related to the above topic are been presented. The review is meant to shade more light on what previous researches see in the topic, how the topic is generally perceived and applied in the organization and this research can better be improved by considering further areas of research pointed out by the previous researches. The review has focus mainly on perceived organizational politics, job performance, emotional intelligence and organizational spirituality as conceptual topics. A conceptual framework is also been drawn as the foundation for the remaining chapters.

LITERATURE REVIEW

2.1   PERCEIVED ORGANIZATIONAL POLITICS & JOB PERFORMANCE

Triggered by the studies of Burns and Stalker (1961) and Cyert and March (1963), recent organizational theories began to create a new focus normally referred to as organizational politics (Baldridge, 1971; Pettigrew, 1973; Crozier and Friedberg, 1979; Pfeffer, 1981; Mintzberg, 1983; Piercy, 1986; Kuˈpper and Ortmann, 1988; Neuberger, 1995; Elsˇik, 1997; Bogumil and Schmid, 2001; Buchanan and Badham, 2008). A number of authors employ the term of micro-politics as a means of differentiating organizational politics from its macro level view in a more advanced political scene (Neuberger, 1995, p. 14). The view of politics in organizations is that organizational decisions are the product of

strategic actions of individual or group of people who adopt power and politics as a means of reaching their usually broad and conflicting goals (Pfeffer, 1981).

In Burns and Stalker's (1961) *The Management of innovation*, the authors stressed on the importance of a corresponding actor-based view to the issue of organizational politics. Burns and Stalker (1961, 144 ff.) viewed organizational as a political system where members compete available resources, and use these resources for their own interest as is opposing to the functionality of the organization itself. Cyert and March (1992, p. 31) defined organization as an establishment whose boundaries are created through its "participants in a given region" – either temporal or functional. The process of creating organizational goals is usually viewed as a process of negotiation which molds the composition and general terms for functionality of the system (Cyert und March, 1992, 33 ff.). As a support to the above definition, Crozier and Friedberg (1979, p. 69) viewed the organization as a political ground that is made of different forms of political games from its members, which can take various forms to reach its set (usually selfish) goals. This implies that organizations that cannot be seen as a uniform and harmonious entities with common goals amongst its members (Mintzberg, 1983, 174 f.). As such, the general concept of organizational politics and power will be further discussed.

2.1.1 THE CONCEPT OF ORGANIZATIONAL POLITICS

In accordance with Pfeffer (1981, p. 7), the concept of organizational politics is made up of activities undertaken within the organization to acquire, create, and use power as well as other resources to obtain one's preferred outcomes in a situation with prevailing

uncertainties or differences in preference. In order to differentiate this concept from the functionalist view of a structured organization, Neuberger (1995, 22 ff.) made suggestion of eight components of politics as: actor perspective and action-orientation, interest, power, influence of independency, intersubjectivity, legitimacy, ambiguity and temporality of work. Although there is a much agreement about these criterions, less unity exist as to be whether these organizational spectacles can be used to explain politics in all organizations.

Positions have been created in recent literatures as answers to the above question (Elsˇik, 1997). The first position is that politics is not inbuilt in all organizational dealings, but it's a representation of a band that exists between fully ration decision and politically biased decisions in the organization. This implies that the political nature of decisions in organizations is contained within some preconditions. Contained in the models developed by Pfeffer (1981, p. 69) and Piercy (1986, p. 201), about the degree of conflict, is that length of political decisions in allocation of resources depends on factors that are structurally defined such as the difference of interests, interdependency between political actors and scarcity of resources that is produced from mutuality of the dependency between tasks. This dependency of mutual tasks works together with organizational differentiation that is critical for surviving in complex environments (Lawrence and Lorsch, 1967, p. 4).

The second stand is that political activity is inbuilt within all interactions (Friedberg, 1995, p. 9) and thus, is an element of organizational process. Additionally, Crozier and Friedberg (1979, p. 69) adopts their common metaphor of "an entity of interconnected political games," to define organizations. This implies that the question of to what extent

a decision is political ceases to exist. Some authors see organizational rationality as only rational arguments designed to win the interest of individuals or competing groups (e.g. Neuberger, 1995). While organizational rationality is still pretty much debated, individual actors can still be considered as being influenced by bounded rationality (see Kuʼpper and Ortmann, 1988, p. 95; Cyert and March, 1992, 214 f.). The freedom of action is considered somewhat high, because organizations represent social space, and thus most actions are negotiated (Elsˇik, 1997, p. 15). As such, decision making processes in organizations are determined more by political process rather than organizational structure (see Piercy, 1986, 461 ff.) because the main objective of decision makers is to achieve their preferred goals. As political games are viewed as being inherent in certain situations and cannot be generalized (see Crozier and Friedberg, 1995, p. 88), the methodological focus can then be concluded as being qualitative.

2.1.2   THE CONCEPT OF POWER IN ORGANIZATIONAL THEORY

The notion of power is viewed as an important element of politics, which is the possibility to reveal one's interest and energize it with authority (Pettigrew, 1973: 23 ff.). If there are conflicting preferences, it is power that will determine the preference that will stand (Pfeffer, 1981, p. 28). While stressing on the difficulties associated with creating a common base for defining power, Pfeffer (1981, p. 2; see also Emerson, 1962, p. 32), most definitions about power illustrates that power is the capability of a given social actor to overcome resistance in achieving its goals. Additionally, there is a commonly agreed term that the power of an individual or combination of individuals is a related concept.

Power cannot be viewed as a composition *per se*; it is related to other actors (see Crozier and Friedberg, 1995, p. 82). It is not the absolute degree of power, rather the asymmetry of power relation and distribution of power between actors that is decisive for the enforcement of certain preferences.

In order to define the relationship between power and political conducts, Pfeffer (1981, p. 7) suggested that power is only encysting in space unless it is put into action through the use of politics. Buchanan and Badham (2008, p. 11) provided a similar view by considering power a latent capacity, and the individual must act instead of having just a base for power. As such, politics in organization is a process of power put to work, by commanding individuals to work in accordance with set conditions for the purpose of not achieving the organizational goals but achieving the goals of the power actors.

2.1.3   POLITICS IN THE WORKPLACE AND ITS PERCEPTION

Politics in workplace, its causes, outcomes and impact on performance has become a common study for management scientists. Some of the common definitions of organizational politics describes it as a social-influence practice in which behavior coined to increase one's self interest (Ferris et al., 1989), or as process of organization members to use power as a means of securing self-interest or mitigating negative outcomes that will influence their credibility in the organization (Bozeman et al., 1996). Politics is a common experience in organization, as organizational process involves the division of labor, rating and appraisal which are easily influence by political activity.

Recent studies have undertaken different approaches to understand the concept of politics in the workplace. One of such approaches was to directly measure the power of organizational members and other factors that influences tactics used by supervisors, co-workers and subordinates (Kipnis et al., 1980; Somech and Drach-Zahavy, 2002; Yukle and Tracy, 1992). However, most of the studies have focused on specific aspects of organizational politics such as employees' perception of politics in the workplace (Bozeman et al., 1996; Ferris and Kacmar, 1992; Vigoda-Gadot, 2000, 2002). Perception of politics in the workplace usually mirror how employees view the use of power and influence by other members to gain advantage and reach their interests in conflicting preferences. The higher the perception of politics, the lower the sense of fairness and equality as people with more power are in a better position to satisfy their self-interest, usually at the expense of others. Ferris and Kacmar (1992) suggested that perception of organizational politics can be used to measure the value of actual politics in the organization because:

I.   The perception of organizational politics is easier to measure than the actual politics;

II. They are more expressive of the views of employees and behavior intention as they represent reality in the eyes of the stakeholders; and

III. They are believed to have higher impact on the attitude and behavior of the employees than real politics.

Thus, numerous studies have specifically emerged to review the impact of political perceptions on the performance of employees (Kacmar et al., 1999; Vigoda-Gadot, 2000), turnover behaviors of employees (Bozeman et al., 1996; Randall et al., 1999),

organizational citizenship behavior(Cropanzano et al., 1997; Vigoda-Gadot, 2000), and stress related outcomes of such perceptions (Vigoda-Gadot, 2002).

2.1.4   CONSEQUENCES OF PERCEIVED ORGANIZATIONAL POLITICS

Numerous evidences exist under the literally views to support the notion that perceived organizational politics have negative effects on organizational efficiency. Some of these negativities associated with perceived organizational politics are that it reduces the level of job satisfaction and organizational commitment (Hochwarter, 2003; Cropanzano et al., 1997; Randall et al., 1999; Witt et al., 2000), it reduces the level of organizational citizenship behavior (Randall et al., 1999) and overall organizational performance (Vigoda, 2000), and it also increases levels of negligent behavior (Vigoda, 2000). Additionally, higher levels of perceived politics in the organization results in negative psychological states like job stress and anxiety (Ferris et al., 1996; Poon, 2003; Vigoda, 2002), and exit intention from members (Bozeman et al., 2001; Poon, 2004; Randall et al., 1999). Politics will also reduce the willingness of employees to help their co-workers, as a result of lack of trust on supervision (Poon, 2006).

Miller et al. (2008) provide a comprehensive linking of the relationship between organizational politics and core employee behaviors as:

  I.   A strong relationship exists between perceived organization politics and job performance on one hand, and with organizational commitment on the other hand;

 II.   A moderate relationship exists between perceived organizational politics and work stress and exist intentions;

III. There is a relatively significant relationship between organizational politics and job performance; and

IV. Moderating factors (such as age, cultural difference or working environment) exist as mitigations to these influenced exerted by organizational politics.

Chang et al. (2009) presented a similar meta-analysis by proving that organizational politics is complete detrimental to the survival of the organization, as it does not produce any beneficial outcomes. The findings found a linkage between higher perceived organizational politics with turnover intention, job fatigue, lower job satisfaction, lower job performance and lower level of commitment. Thus, it can be concluded that there organizational politics exert numerous forms of negativity on employees and such include a reduced level of performance on employees' jobs.

2.2 ROLE OF EMPLOYEES' COMMITMENT ON JOB PERFORMANCE

Organizational goals and commitment has been considered as composition of desired state that guide individual's quests (Austin and Vancouver, 1996; Meyer and Allen, 1997). The theory of organizational goals is around individuals' intrinsic characteristics that aid working towards ambitions and attaining set goals. In recent academic literatures, organizational commitment has been descried as a psychological state which is related to specific targets, and inflames the desire for a course of action (Cooper-Hakim and Viswesvaran, 2005). Porter et al. (1974) as a strong believe in organizational goals and acceptances of these goals, with the zeal to input high efforts into the organization and desires to maintain remain with the organization. Therefore, commitment is different

form motivation as it influences behavior independent of other motives and attitudes, and can result to persistence in the course of action even if it's different from the intended motive (Meyer et al., 2004; Meyer and Herscovitch, 2001). The growing interest in organizational commitment is because it can be linked with increased productivity, low turnover, and positive relationship towards work (Cohen, 2003).

Researchers have demonstrated that organizational commitment takes different psychological forms as affective, normative and continuance commitment. Affective commitment is characterized by emotional attachment to , identification with, and constant involvement in the organization, normative commitment is characterized with perceived responsible to remain in the organization, while continuance commitment deals with understanding the cost associated with leaving the organization (Meyer and Allen, 1997).

No matter the type of commitment experienced, it has been empirically proven that an employee's level of commitment to an organization predetermines his level of performance. This is because, employees that are committed fell a greater sense of fulfillment and job satisfaction, thus are more likely to be commitment to their work as a way of demonstrating their level of satisfaction with the way things are going in the organization. For this paper, this conceptualization will be adopted. Which implies that employees' level of commitment directly influence their productivity in an organization.

2.3 EMOTIONAL INTELLIGENCE IN WORKPLACE

As is noticeable with most organizational concepts, different views exist in the management literature for the concept of emotional intelligence. For example, the relationship between job performance and emotional intelligence was meta-analyzed by Van Rooy and Viswesvaran (2004, p. 72). They defined emotional intelligence as a combination of qualities (verbal and non-verbal) that help a person to create, recognize, express, understand, and examine their own emotions and the emotions of other people, in order to guide reasoning and actions that are coined to cope with environmental pressures. However, most academicians in the field of management tend to agree with Salovey and Mayer's (1990) definition of emotional intelligence as the ability of an individual to monitor their emotions and other people's emotions, and use gained information from such monitoring to guide thinking and actions. In accordance with certain scholars (e.g. johnson and Indvik, 1999; McGarvey 1997), the more rich an organization is in terms of emotions, the more their employees' emotional intelligence is likely to be high. In order to create a sense of emotional intelligence in an organization, certain prerequisites such as: the desire for change, self-reflection, attention to the internal feeling of others, development of emotional control, practice of empathy and development of active listening skills must prevail in the system (Abubakr and Fuad, 2006).

The understanding of conflict and its influence on employee behavior and work outcomes is now an important issue for managers (Abubakr and Fuad, 2006). This can be linked to the fact that the workplace is now rich in terms of conflict seeds as is engineered by organizational politics. Based on this context, Suliman (2003, p. 330) that the

sophistication of methods adopted in modern organizations for creation of structures, department and job specifications have increase the growth of counterproductive conflict in the system. As such, a general concurism exist among researchers on the understanding of workplace outcomes as a process where the interaction between employees and organizations influences the behaviors of the members in the system and increases conflict in the system as well. Standing in support to the above statement is that most scholars view conflict in organizations as unavoidable, and since it is unavoidable, it is it important that managers handle issues in that nature with high effectiveness (Rahim et al., 1999, p. 166).

Abraham (1999) hypothesized emotional intelligence as having a positive effect on organizational outcomes of work-groups, perception of workplace appraisal, employee performance, organizational commitment, and citizenship behavior. Still dipping hands in his study, it was found by Abraham (1999) that responders who showed high level of emotional intelligence tend to higher level of job performance. This can be stated to imply that they are more capable of mitigating the negative outcomes of organizational politics. Likewise, Langhorn (2004) argued that emotional intelligence can improve the performance of the management, as managers with high level of emotional intelligence are more capable of understating their subordinates and guiding them toward improved and sustainable performance. In order to further prove the work of Langhorn (2004), Ashkanasy and Hooper (1999) went on to examine the perception and management of emotional intelligence in the workplace. They adopted the belief that affective commitment towards fellow employees will result in positive emotions and is likely to increase success at the workplace.

21

Moreover, Wong and Law (2002) stated that emotional intelligence of supervisors and subordinates have positive effective on job performance, and they tested the impacts of leader and follower emotional intelligence on overall performance and attitude of organizational members. The result from their findings revealed that emotional intelligence of subordinates influence job performance and satisfaction positives, while that of supervisors influence their satisfaction and added-role behaviors positively. Additionally, they reported that there is a positive relationship between the emotional intelligence and job performance, organizational commitment and low turnover intention of subordinates.

Jordan et al. (2002) attempted a study on the relationship between emotional intelligence, effective team process and focus on organizational goals. Theresult of his finding is a suggestion that the average emotional intelligence of team members is reflected in the first performance of the team. The study also revealed that teams with low emotional intelligence always performed lower than those with high emotional intelligence. As a support to the finding, Darling and Walker (2001) argued that effective conflict management is the primary tool for successful organizational leadership. Thus, they are addressing the adoption of behavioral paradigm as the key to successful leadership management.

From the above literatures, a common understanding has been revealed. The understanding is that, emotional intelligence positively influences job performance on an individual and group level. Therefore, it can be stated that emotional intelligence is crucial tool for mitigating the negative impacts of organizational politics, and employee are likely to develop higher emotional intelligence if the organization positions itself

towards understanding the emotion of its employees. As such, it should be a core element of organizational training.

2.4   WORKPLACE SPIRITUALITY

Ashmos and Duchon (2000, p. 137) defined organizational spirituality as the understanding of the fact that people have an inner life which nourishes and is nourished by valuable works undertaken in the view of a community. Giacalone and Jurkiewicz (2003) proposed a different view by defining workplace spirituality as a platform of organization values that are contained with organizational cultures and designed to promote transcendence through work process, enhancing their sense of being as related to their fellow employees in a way that provides a feeling of completeness and joy. In a 1998 symposium, Ian Mitroff addressed the Academy of Management and defined the concept of spirituality as "the desire to discover an ultimate purpose in life, and to live according to this purpose (Cavanagh, 1999, p. 189).

Laabs (1995) and Cavanagh (1999) made it clear that organizational spirituality is not about religion or about getting people to convert to a certain belief. It does not necessary involves a connection with any religious values but instead can be applied as a personal value and philosophy. It is about employees having a spiritual being as souls that must be nourished at work, experience of a sense of purpose and meaning in workplace, and a sense of connection with fellow workers and workplace community (Mitroff and Denton, 1999; Ashmos and Duchon, 2000; Harrington et al., 2001; Milliman et al., 2003). Religion groups people through a sense of dogma and emphasis on formal structure, and

advices on the exclusion of people with different beliefs. However, spirituality on the other hand includes everybody irrespective of differences in beliefs, tolerant and open-minded (Mitroff, 2003).

As was pointed out by Laabs (1995), it is much easier to explain what spirituality than to define what it really means. This difficulty experienced in definition has led some authors to view the concept of organizational spirituality with low closed eyes, arguing that it does not deserve the much attention paid towards it (Brown, 2003).Arménio and Miguel (2008) however, argued that it deserves the much attention directed towards it on three accounts.

First, they argued that as Mitroff suggested (interview in Dean, 2004, p. 17), the low degree of accuracy is part of a guiding phenomenon. So, it is better to ignore the definition or organizational politics, but to work from guiding principles and definitions. If an excessively conquerable definition is important as a start, then what is the importance of studying the phenomenon? While definitions are important, they cannot serves as overall substitute to the felling and passion associated with spirituality (Mitroff, 2003, p. 381).

Secondly, Arménio and Miguel (2008) argued that lack of definition should not be a discouragement to research efforts. If researchers decide to contribute to a better understanding of organization concepts and behavioral patterns of employees, they must avoid "intellectual bias" (Mohamed et al., 2004) and not reject studying a topic because of lack of definition or empirical tests in that topic. On the context of organizational spirituality, the lack of definition can be as a result of differences on the way individuals

live their spirituality, or it can also be that individuals find it difficult to inform researchers about their spiritual experience at the workplace.

The third reason why research should be pursued on the topic irrespective of definition is that despite the methodological challenges it creates, spirituality is a common need for many humans (Hart and Brady, 2005), and workplace spirituality is a reality that cannot be ignored by organizations and the society (Judge, 1999; Sanders III et al., 2003). Mitroff and Denton (1999) suggested that the concept of organization as a spiritual entity must be studied, understood and treated in the workplace. This is because, many employees seek to satisfy their spiritual needs by being unique, affirming to something greater than themselves, becoming useful, being understood by others, and understanding how they fit into a greater context (Strack et al., 2002). Employees wish to fell a sense of purpose and value at work, as a well as fell connected with other people and their work environment (Ashmos and Duchon, 2000). Pfeffer (2003) summarized the human goals that most people seek in their workplaces as:

I. Interesting works that permit learning, development and offers a sense of competence and masters;

II. Valuable works that define some values;

III. Works that allow enable a sense of connection and positive social relations with coworkers; and

IV. And works that allows the workers to live an integrated life, and does not crash with his or her desires to live life like a normal human being.

He then went on to added that the time has come for researches to investigate the difference between management practices that are capable of nourishing worker's spirits

and those that are also capable of harming them. The literatures above have been helpful in understanding the reasons why organizational spirituality has become a common debatable area of research, but a consensus is that it positively influences performance (Waddock, 1999).

Majority of the writing on the topic of workplace spirituality have presented a relationship between organizational performance and spirituality. In accordance with Waddock (1999), unification of soul, mind heart and the body into one, both individually and collectively, can help organizations to acknowledge the community as being important for the survival and success of the organization. Other authors have pointed out that leaders who are advanced in their level of spirituality are also more effective in decision making (Cacioppe, 2000; Strack et al., 2002; Fry, 2003; Fry et al., 2005). Other authors have hailed spiritual transformation as being important in the organization because of the fact that work has increasingly become central to employees' individual growth as a result of decline on the importance of neighborhoods, worship and extended families (Conger, 1994; Burroughs and Eby, 1998; Jurkiewicz and Giacalone, 2004).Brown (2003, p. 396) suggests that workplace spirituality is a candid cure for the ills of modern management, and a way of retaining the lost trust between employees and employers which was created by abnormal practices that followed the massive process of downsizing, abuse of workers and other actions that might have breached psychological contracts (Jurkiewicz and Giacalone, 2004). Others have specifically stated that spirituality contributes to organizational performance (Milliman et al., 1999; Benefiel, 2003a, b; Giacalone and Jurkiewicz, 2003; Sanders III et al., 2003; Garcia-Zamor, 2003; Jurkiewicz and Giacalone, 2004).

Despite the high interest and optimism on the topic, empirical studies linking organizational performance to spirituality or vice versa are still scarce and it has led some authors to call for researches to be done in this areas (Strack et al., 2002; Sanders III et al., 2003; Dean, 2004; Duchon and Plowman, 2005).However, Duchon and Plowman (2005) revealed in their study of a medical unit that work-unit performance is associated with work-unit spirituality, thus further strengthening the relationship between job performance and organizational spirituality. Fry et al. (2005) also revealed a positive relationship between spirituality on leadership, organizational productivity and survival, and employee commitment. Ashar and Lane-Maher (2004) also concluded that mid- and senior-level executives in government agency associates success in workplace to spirituality, stating that one must embrace spirituality in order to be successful.

While difficulties in the definition of workplace spirituality still prevail, with some researchers suggesting that the topic should not be accorded the much attention it presently receives, there is a founding base of understanding among these researches that link organizational spirituality to improved performance from both employees and leaders.

2.5   CONCEPTUAL FRAMEWORK
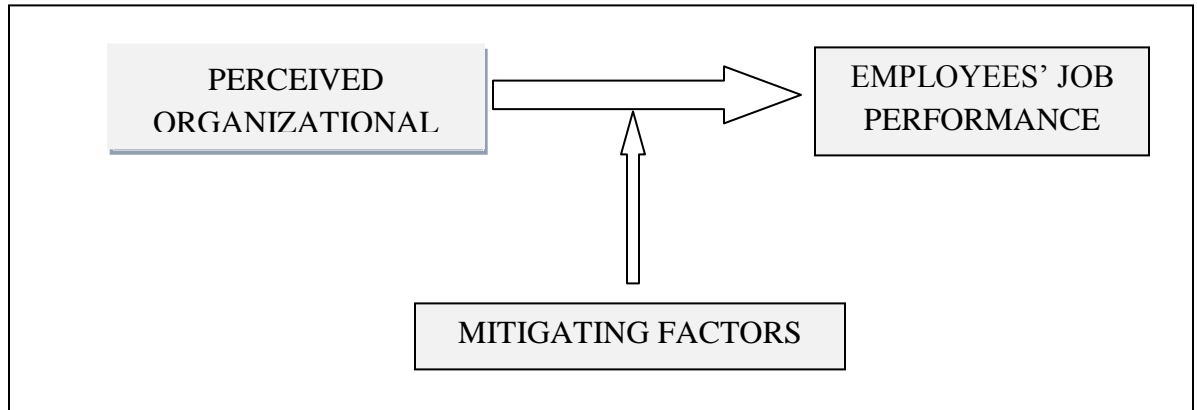
Figure 2.1

Conceptual Framework

From the figure 2.1 above, the conceptual framework for the research has been developed

to follow a straight pattern of understanding perceived organizational politics and how it

influences employees' job per performance. On the process of determining the influence

of perceived organizational politics on job performance, mitigating factors such as

emotional intelligence and workplace spirituality will be put into consideration in order to

understand whether they will be able to reduce or possibly eliminate these resulting

negative impacts. Thus, the primary research (questionnaires and survey) will be

conducted by following this framework.

CHAPTER 3

RESEARCH METHODOLOGY

3.0   INTRODUCTION

In this chapter, the method adopted for primary research is discussed. This is inclusive of the data gathering format, data coding and analysis format as well as the format for prove of hypotheses. This section contains an explanation of all necessary tools that will be adopted for the primary research.

3.1   RESEARCH FRAMEWORK
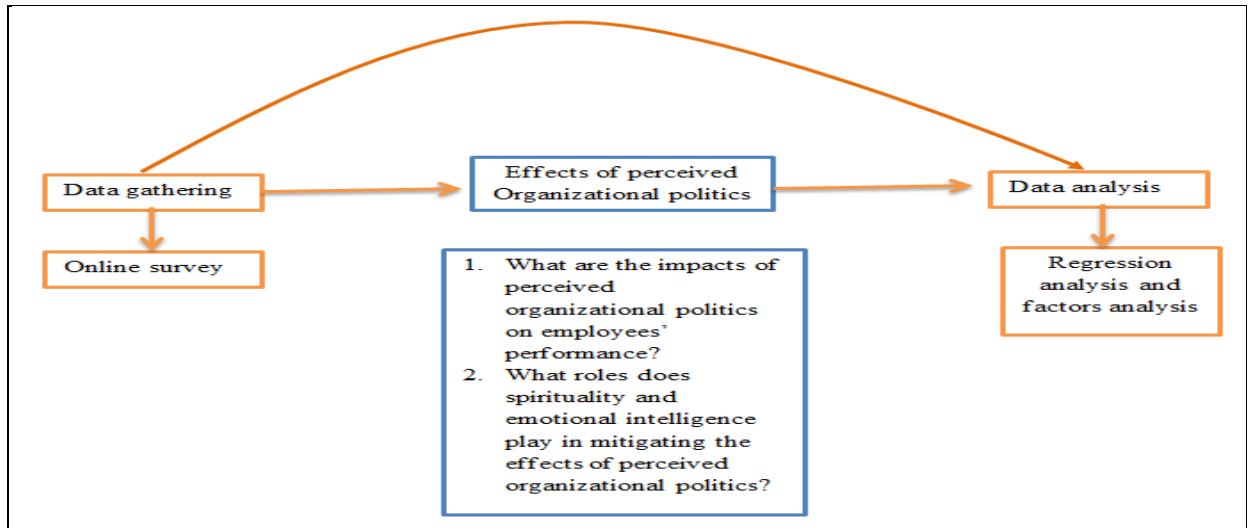
Figures 3.1

Research Framework

The framework for this research is as shown above. Data was gathered through online survey, and these data was used to analyze the effects of perceived organizational politics

on employees' performance and how spirituality and emotional intelligence can be used to mitigate these effects. The choice of online survey is because it offers in-depth in the sense that participants can come from all over the world.

3.2 DEVELOPMENT OF HYPOTHESES

3.2.1 EFFECTS OF PERCEIVED ORGANIZATIONAL POLITICS

In accordance to the previous discussion, organizational politics is also an important element that affects perception of fairness is evidence based judgment; employers must apply performance standards in a consistent way amongst all employees without distortion by any external pressure, corruption or personal biases. Thus, when this contract of perceived fairness is violated through organizational politics, victimized persons are likely to act changing their job attitudes at firms, and then followed by more long term responses that are detrimental to the organization such as reduced job performance (Vigoda, 2000). Earlier discussions in the introductory section of this dissertation revealed a negative relationship between perceived organizational politics and job performance (Witt, 1998; Kacmar et al., 1999). This is because, victimized persons view politics as an activity that is designed specifically to yield negative impacts on their general contribution to the organizations. As such, it can be hypothesized that:

HP1. Organizational politics is perceived by employees as something common in the workplace.

HP2. Perceived organizational politics negatively influences employee's performance by reducing the employee's commitment to the organization.

3.2.2 MITIGATING THE EFFECTS OF PERCEIVED ORGANIZATIONAL POLITICS

While the focus has been primarily on understanding organizational politics, how it is perceived by employees and the consequences of such perception, it is also important to note that research have revealed numerous solutions for mitigating the negative influence of perceived organizational politics on job performance. These mitigating factors can be categorized as follows:

Attitudinal or dispositional factors like higher commitment levels (Hochwarter et al., 1999), self-value (Bozeman et al., 2001; Valle et al., 2003), positive emotional characters (Hochwarter and Treadway, 2003), pro-social behavior (Baruch et al., 2004), mutuality (Setton et al., 1996), personal status (Hochwarter et al., 2007) and need for achievement (Byrne et al., 2005).

Situational factors such as high level of informal feedbacks (Rosen et al., 2006), increased corporations (Harris et al., 2005),teamwork perceptions (Valle and Witt, 2001), workplace spirituality (Kolodinsky et al., 2003) andtrust (Vigoda-Gadot, 2006).

Ethical and normative factors such as interactional justice (Byrne, 2005), distributive justice (Harris et al., 2007) and fairness (Cropanzano et al., 1995; Andrews and Kacmar, 2001; Aryee et al., 2004; Beugre´ and Liverpool, 2006).

Political skill as a means to attain specific goals through the proper use of influence (Ferris et al., 2007; Harris et al., 2007; Jahawar et al., 2007; Kolodinsky et al., 2007; Treadway et al., 2007; Vigoda, 2003). Thus, it can be hypothesized that:

3.2.3 ROLES OF WORKPLACE SPIRITUALITY AND EMOTIONAL INTELLIGENCE ON MITIGATING THE NEGATIVE EFFECTS OF PERCEIVED ORGANIZATIONAL   POLITICS

Allen and Meyer (1996, 2000, p. 286) and Meyer and Herscovitch, (2001) pointed out that the high interest in organizational commitment is because of its impact on turnover intention, punctuality, and organizational citizenship behavior.Arménio and Miguel (2008) argued that to reach higher performance level in an organization, there is a need for the organization to developed affective and passionate bonds with their employees. They went on to hypothesize that the higher the spirituality and emotional intelligence at work, the higher the normative and affective commitment and job performance (Fry, 2003; Giacalone and Jurkiewicz, 2003; Milliman et al., 2003; Jurkiewicz and Giacalone, 2004). Employees bring their entire self (physical, mental, emotional and spiritual) to the company, take work as mission rather than a job, and it will make them more effective and more attached to their organization, thus improving their organizational performance in general (Gavin and Mason, 2004) and its capable of reducing the negative impacts of perceived organizational politics. Thus, it can be hypothesized that:

HP.3 emotional intelligence and spirituality can mitigate the negative influence of organizational politics.

3.3   RESEARCH DESIGN

The questionnaire for this research was designed by following guidelines from other related researches previous conducted (the questionnaire is available in appendix 1). A pilot test was conducted by distributing the designed questionnaire to online users via FreeSurveyOnline.com. The pilot test was conducted in order to test whether the choice of online survey will be right for this research in terms of data quantity and quality. Survey was chosen as the preferred data gathering method because it can easily be read and generalized, and it incorporates studies that are based on present situations (Churchill and Iacobucci, 2005). Surveys also provide researchers with the opportunity to access high variables (Ma, 2007). Additionally, surveys are convenient, fast and a cost effective data gathering method (Zikmund, 1999). It also reduced the biases associated with other form of data gathering such as interview. In order to determine the right sample size for this research, Roscoe's Rule of Thumb (Roscoe, 1975; cited in Sekaran (2003)) was utilized as the guiding criterion. The rule states that the sample size must be bigger than the sample components by a high margin.

3.4   MEASUREMENT

A self-addressed questionnaire was adopted in the research, and responders were to answer the questionnaire by choosing between either totally agreeing or totally disagreeing with each question from a 7-point rating likert scale method. The adoption of likert scale method is because it is the most commonly used rating scale method in

business research, and it offer responders the opportunity of being more precise with their responds.

Table 3.1

Adopted Likert Scale Rating Method

Totally disagree	-	-	-	-	-	Totally agree
1	2	3	4	5	6	7

The table 3.1 above illustrates the rating scale adopted for the research. An introductory note was drafted for the responders to understand how the scale will be used for answering the question. The inclusion of an introductory demonstration was to ensure that responders did not answer out of ignorance; rather, they based their response from full consciousness of their contribution to the overall quality of the research.

3.5   DATA COLLECTION

A sample of 20 questions targeted to 120 responders is considered appropriate for the research, because 120 is greater than 20 by 5 times. Once the sample size has been determined, and the survey developed, the survey was hosted at www.FreeOnlineSurvey.com for data gathering. The reason for choosing online survey is because it offers participants from all over the world the opportunity of contributing to the studying by sharing their workplace experience as related to perception of organizational politics and its effects on job performance. Once the survey has been hosted for contribution, responders were made aware of the survey through Google

advertisement and advertisement on FreeOnlineSurvey.com for its registered members to participate.

3.6   RESPONDENTS' PROFILE AND SAMPLING

Being an online survey based on understanding of emotional intelligence and workplace spirituality in mitigating the negative impacts of perceived organizational politics, it was expected that responders will be coming from all over the world as the survey was open for everybody online. However, certain specifications were set for the responders to meet being they can be considered worthy or contribution. Since the research was based on understanding the current situation in workplace, it was expected that all responders must be currently employed, either full-time or part-time. As a contribution to the efforts of global governments in eradicating child labor, it was also expected that all responders must be within the working age of their countries. Since the working age varies between countries, the minimum age of responders for this research was set to be 18 years and above. The high age rate was also to ensure that the responders are fully equipped with the understanding what is meant by organizational politics and the possible impacts of such in the workplace.

3.7   DATA ANALYSIS AND CODING

The data was electronically coded with IBM SPSS data analyzer. Since the study was conducted only, coding was easier because it can directed be pasted from the database to

the SPSS system. The idea of copying and pasting the data from the database directly into the SPSS system ensured a higher level of efficiency and reduced the level of human error (e.g. typing) that might have impacted on the overall quality of the research. While 120 questionnaires were answered, only 111 was adopted for analysis because the outstanding 9 questionnaires contained more than 1 unanswered questions and it was believed that inclusion of these questionnaires will impact on the quality of the overall research as they will create missing links with the answered questions.

3.8   ETHICS OF DATA GATHERING AND ANALYSIS

Since the whole data gathering process was via online survey, little worry was raised in link to the ethics involved in data gathering. This is because, the online platform set standard guidelines for responders to follow and offered necessary help for solving all difficulties the responder might experience. There was no case of data gathering biasness as the responder was under full control of his or her self, and had the right and opportunity to respond exactly as he or she fells without any interruption from the interviewer.

On the analysis part, it became clear that ethics was essential for maintaining the quality of the research and either proving or disproving the stated hypotheses. Thus, as stated earlier on, the gathered data were directly copied from the database and imputed into the SPSS system for analysis. Thus, there was no change in the data gathered as related to the data analyses. Ethical principals were always put into full consideration during the whole data analysis section.

3.9   LIMITATIONS OF CHOSEN METHODOLOGY

The components of online survey is a common topic of discussion in numerous literatures (for example, Fricker and Schonlau, 2002; Furrer and Sudharshan, 2001; Ilieva et al., 2002; Malhotra, 2004; McDaniel and Gates, 2005; Tingling et al., 2003; Wilson and Laskey, 2003) and some of the weak-points of online survey can be considered as limitations to the overall quality of this research. These limitations are discussed below.

3.9.1   Skewed attributes of internet population – not until recently, the internet was considered as being true representatives of the overall population. However, studies that question the real representativeness of online survey to the general population has emerged, suggesting that the internet is not a real representative of the overall population (for example, Fricker and Schonlau, 2002; Grossnickle and Raskin, 2001; Miller, 2001; Ray and Tabor, 2003; Wilson and Laskey, 2003). This is a limitation especially for this research because the 120 responders in real sense cannot be considered to be a true representative of the global population and other factors such as differences in culture, lifestyle and management system can also influence the perception of organizational politics and its impact on job performance. Job performance on the other hand can be measured in different ways and be said to mean different things to difference people. Nevertheless, Fricker and Schonlau (2002) stated that this difference in terms of representativeness of the internet population to the overall population is closing in and can be considered as being insignificant in the near future.

3.9.2   Sample selection and implementation - research have frowned heavily on the choice of online survey as a data gathering option, because of the fact that samples cannot

really be determined by the interviewers. For this research, the man limitation is representativeness of samples. This is because, unintended responders can pretend to be have meet set criterion and contribute, while in reality they don't meet the set criterion. Qualified responders on the other hand can input wrong information due to social or psychological pressure. For instance, responders who have been victimized but suffered little negativities can input that he or she suffered high level of associated negativity due to the psychological pressure that the responder might still be facing. However, Kulp and Hunter (2001, p. 35) associated this limitation as with low significance level, by saying that it can also be possible with offline surveys.

3.9.3   Responders lack of online expertise–although the internet adoption is increasing growing, it has been noted that the majority of the internet population is made up of users who have not used the internet for several months (Greenspan, 2003). Thus, the responders' skills might be lacking on understanding the current survey methodology and required skills. Therefore, this can become a limitation as incompetence responders can enter results based on lack of understand and might find it difficult to delete mistake based inputs.

3.9.4   Technological variations - both differences in the responders' computer device and their internet connection can influence the quality of the research. This is because, the model of software used are different and the higher the model the quality of information presented to its users. Thus, questions that are properly arranged might appear disorganized in lower computer versions (Ray and Tabor, 2003) and this can affect the overall quality of research and responders might not clearly understand the question being asked. Other technological factors such as electricity and dialup speed can

also determine whether the responder will be able to finish the question or forced to drop out of the survey as a result of inconveniences caused by these technological factors.

3.9.5 **Interpersonal issues** – as compared with offline interview, there is no direct contact between the responder and the interview and it can influence the in-depth of the research conducted to a great extent. This is because, lack of contact between the responders and interview limits the possibility of in-depth probing that is commonly used in offline survey to gather more information (Scholl et al., 2002). Brown et al. (2001) supports this argument by stating that telephone interview offer greater opportunities for responders to pause and reflect on the questions being asked before presenting sound answers. Thus, responder might be forced to drop out of the survey if they face any difficult and don't seem to find the perfect solution to the difficulty faced.

Although numerous limitations have been highlighted as to how the quality of the research might be affect, it must be noted that different measures have been put into place to ensure that the expected negative effects does not occur. Such measures include a 24/7 support system, where responders can contact the interviewer via email or phone contact to verify any issue or difficult faced during the survey. An introductory page is also provided advising the responders on how to about with the study and urging them not to participate if they don't meet any of the set criterions as it could impact the overall quality of data gathered.

CHAPTER 4

DATA ANALYSIS

4.0   INTRODUCTION

In this chapter, all the data gathered were been analyzed and used to prove stated hypotheses. The data analyses were done utilizing different techniques. The factor analyses was used to focus primarily on testing as well as proving the reliability of gathered data, meanwhile the other relevant techniques of analysis were focused on proving stated hypotheses.

4.1   RELIABILITY TEST – CRONBACH'S ALPHA

Computing the reliability of gathered data is important in order to prove the overall importance of the research. Alpha was developed by Lee Cronbach in 1951 as a tool for measuring the internal consistence of a test (Mohsen and Reg 2011). Test of reliability brings all gathered data together and analyze them against their variables, providing response patterns and factors in order to determine if the data is significantly reliable. The score of 0.70 or 70% will be adopted as the measure of reliability for this study. If the reliability test scores above 0.70, the whole data will be considered reliable, but if the score is below 0.70, the data will be considered unreliable.

Table 4.1

Reliability Analysis

Raw Alpha: 0.97 for the n=111				
Reliability if an Item is Dropped:				
Questions No	n	Raw Alpha	Standard Alpha	Co-relation
1	111	-1.03	-0.90	0.342
3	111	-0.90	-0.67	0.178
4	111	-0.42	-0.53	0.060
5	111	-0.9	-0.61	0.127
7	111	-0.8	-0.75	0.241
9	111	-0.74	-0.55	0.077
10	111	-0.93	-0.71	0.211
11	111	-0.91	-0.55	0.075
12	111	-0.94	-0.83	0.295
15	111	-0.77	-0.73	0.227
16	111	-0.84	-0.78	0.262
17	111	-0.92	-0.80	0.279
18	111	-0.95	-0.89	0.335
19	111	-0.79	-0.61	0.131

This gathered data has been proven to be reliable from the table above because it not only meet the stipulated 0.70 score mark, but it exceeded it by an additional 0.27 which

makes the overall reliability score to be 97%.the score shows that this is a very reliable study to be carried on.

4.2 ORGANIZATION POLITIC IS COMMON IN WORKPLACE

As it is proven to be a reliable test, this also initiates the further process of analyzing the research objectives, which were discussed in earlier chapters. In regards to these objectives, one the main factor that ought to be analyzed is whether the perceived organizational politics is a common phenomenon or not.

In order to discuss further on the mentioned objective, the below given table would be a supportive platform to analyze in depth on the objective:

Table 4.2

Victimized by Organizational Politics

	Frequency	Percent	Cumulative Percent
totally agreed	36	32.4	32.4
strongly agree	21	18.9	51.4
Agree	14	12.6	64.0
not sure	8	7.2	71.2
Disagree	7	6.3	77.5
strongly disagree	6	5.4	82.9
totally disagree	19	17.1	100.0

The data's in table 4.2, are responding the feedback obtained for the survey question (no: 2-"I have been a victim of organizational politics".)The finding shows that the percentage of people, who totally agree 32.4%, strongly agree 18%, and agree 12.6% making a total number of 63% of the overall response, which means that majority have become a victim of organizational politics. Besides the high score also indicated the Organizational politics tend to be a frequent and common scenario that's been experienced by the respondents whom are also employees of an organization. Adding on to this, one can only claim themselves as a "victim" when he or she has been exposed to the negative impacts of real time scenario or phenomena. In alliance with this statement, the findings on above table clearly states that organizational politics is a phenomena that occurs in reality, meanwhile the high score of respondents whom claim to become the victims simply pictures' that Organizational politics does become a common scenario which take places in working environment frequently. Besides this, there is also another finding that indicates very much clearly that organizational politics is a common scenario in workplace, whereas, these findings were obtained for one of the survey question (no:16) as well, which states that organizational politics is common in power and appraisal related issue. In conjunction to this, it's been stated in earlier discussion that organizational politics has become a common life experience in numerous corporations around the globe((Medison et al., 1980; Gandz& Murray, 1980) and these views were been supported over the year by personal experience, hunches and circumstantial evidence (Ferris &Kacmar, 1992).According to this statements, picking specifically on the term of Organizational politic, its actually used to indicate power relation and influential tactics in workplace.(Mintzberg, 1983;Pfeffer,1992).Relating this definition to

the mentioned research question, the question actually tends to analyze if organizational politics is common as a element of power disbursement in determining employee related issue such as appraisal, acknowledgement and so on. The table given below would accommodate the analysis, on determining if organizational politics is common in workplace in terms of power and appraisal related, means anything related to employee's involvement related issue:

Table 4.3

Organizational politics is common in workplace

	Frequency	Percent	Cumulative Percent
totally agreed	45	40.5	40.5
strongly agree	32	28.8	69.4
agree	10	9.0	78.4
not sure	9	8.1	86.5
disagree	6	5.4	91.9
strongly disagree	5	4.5	96.4
totally disagree	4	3.6	100.0
Total	111	100.0	

Besides being supportive to meet the research objective, the above table also indicates the first hypothesis (HP1: Organizational politics is perceived by employees as common in

the workplace) has been proven to be correct. This is in line with the 75 percentile of responders who agree that organizational politics is common with power and work appraisal related issues. In short, both the findings presented in Table 4.2 & 4.3 clearly portrays that the fist hypothesis developed in align with the research objective that is, HP1: Organizational politics is perceived by employees as common in the workplace, is proven to be true. This is because, both the questions been analyzed were focusedly emphasizing on if the organizational politics is common in reality at workplace, and the responses on both areas seems to support the statement to be true. So, the finding clearly shows that organizational politics is a real existing common phenomena which has victimized majority of the workforce means the employees.

4.3 THE RELATIONSHIP BETWEEN ORGANIZATIONAL POLITICS AND JOB PERFORMANCE

As the first objective of the research on identifying if organizational politics is common in workplace is met through proving the hypothesis one to be true, now the second objective-the relationship between organizational politics and job performance is to be analyzed. This objective is set to understand the negative impacts of organizational politics on job performance. Adding on to this discussion, as been discussed earlier, numerous evidence exist to support the notion that perceived organizational politics have negative effects on organizational efficiency. In regards to this discussion, the provided findings in table 4.1 have also indicated that there are high number of employees have become victimized by the phenomena of organizational politics. An online dictionary

resource defines the term victim as a 'person who suffers from destructive actions or agency". Based on this definition, it can be claimed that, those high scores on the table 4.1 (victimized by organizational politics) were the victims who were exposed to some extend of destructive action or agency due to organizational politics. So, organizational politics tends to be a form of destructive action which means that, it is imposing a negative implications. According to Higgins (2003), organizational politics is associated with various work outcomes like performance assessment and extrinsic success of the employees. It is also related to Job satisfaction, turnover intention, organizational commitment and citizenship behavior (Randall, 1999), job dedication and interpersonal facilitations (Witt, 2002).The factors mentioned here were all seems to be the components that usually clustered as related to job performance. This means, there is a significant relationship between organizational politics and job performance. As mentioned earlier, studies have indicated that there is a negative relationship between job performance and perceived organizational politics(Witt, 1998; Kacmar et al.,1999).Relating this statements in analyzing the second objective of the study, that is to understand the negative effects of perceived organizational politics on job performance, an analysis has been tabulated through one of the survey question (no:10).This question was focused to identify if the perceived organizational politics impose negative influences on job performance. The findings are as per shown in the following table:

Table 4.4

Organizational politics influences performance negatively

	Frequency	Percent	Cumulative Percent
totally agreed	54	48.6	48.6
strongly agree	24	21.6	70.3
Agree	12	10.8	81.1
not sure	16	14.4	95.5
Disagree	4	3.6	99.1
strongly disagree	1	.9	100.0
Total	111	100.0	

As a support to statement mentioned before that that there is a negative relationship between job performance and perceived organizational politics(Witt, 1998; Kacmar et al.,1999). ,above is the finding which shows that responders generally think that organizational politics negatively influences performance with a total of 83% of the responders agreeing to this statement.This simply indicates that employees are exposed to be negative influnces as a consequences of organizational politics.These negative influnce tend to also consequently affect the employees job performance. According to Chang et al.(2009) as stated earlier,the higher the perceived organizational politics is, it is leading towards variours negative impacts that are associated with job performance such as employees turnover intention, job fatigue, lower job satisfaction, lower job

performance and lower level of commitment.This is clear view, that organizational politics impose numerous form of negative influnece on employees and their job performance.So, the above findings in tbale 4.4 clearly illustrates the negative relationship between job performance and organizational politics.Besides strengtening the argument above, the finding has also been a supportive mean to prove the hypotheis two that is HP2:Perceived organizational politics negatively influences employee's performance by reducing the employee's commitment to the organization. To be true.the majority number of agreeing respondents to the statement, soundly proving it to be true.

4.4 THE ROLE OF EMPLOYEES COMMITMENT IN JOB PERFORMANCE

It has been empirically proven that an employee's level of commitment to an organization predetermines his level of performance.This is due to the committed employees tendency to feel a gretaer sense of fullfillment and job satisfaction.Researches have demonstrated that organizational commitment takes different psychological forms as affective, normative and continuance commitment. Affective commitment is characterized by emotional attachment to , identification with, and constant involvement in the organization, normative commitment is characterized with perceived responsible to remain in the organization, while continuance commitment deals with understanding the cost associated with leaving the organization (Meyer and Allen, 1997).This concepts actually declares that employee's level of commitment directly influence their productivity which mean their job performance in an organization.Relating this to the previoous findings, which stated that organizational politics does negatively influnces work performance, that means, the organizational politics in real influences the

commitment level of an employees negatively, therefore their performance is also effected negatively. So commitment level of an employee tend to be the invisible variable of job performance.If commitment level is affected, consequently it results in negative influnces on job performance.These negative influnces that affects job performanvce in term of commitment level may vary .One of these will be Job stress, whereas it is very common in a politically charged workplace because, employees are not certain that their efforts will be rewarded and they are scared of being at risk by other people's action. Such circumstances may result in undesirable job performance of an employee. Besides job stress, job satisfaction is also another component of commitment level which perceived organizational tends to influence negatively. Job satisfaction has been considered as a positive emotional state, which is achieved when employees experience job appraisals (Locke, 1976, p. 1300). Ferris et al. (1989) linked perceived organizational politics to be directly linked with low level of job satisfaction due to organizational politics on its own entails denial of what is worthily deserved. Once employees perceive decisions in the organization to be political, their level of satisfaction will be reduced and it will influence their commitment level as well. Recent research have found perceived organizational politics to be a negative predictor of job satisfaction (e.g. Cropanzano et al., 1997; Ferris and Kacmar, 1992; Witt et al., 2000; Kacmar et al., 1999). Besides these negative influences, organizational politics also tend negatively influence the commitment level of employee in various manner such as reduced level of organizational citizenship behavior (Randall et al., 1999), increased level of negligent behavior (Vigoda, 2000), recued level of overall organizational performance (Vigoda, 2000), job anxiety and stress (Ferris et al., 1996; Poon, 2003; Vigoda, 2002), and high employee turnover

(Bozeman et al., 2001; Poon, 2004; Randall et al., 1999). In a nutshell, these negative effects of organizational politics on commitment level of employee's in various manner, tend to also impact the job performance consequently. Therefore it can be said that perceived organizational politics has a negative relationship with job performance in terms of the employee's commitment level in various manner.

As a support to the argument above, the next table (table 4.5) is presented as to illustrate clearly if Perceived Organizational Politics does impose its influences on employee's job performance in the context of commitment level. The findings provided were been tabulated from the responds obtained for survey question (no :7) which was analyzing if employees agree with the statement that if they're committed to their work irrespective of unfair treatment at workplace. Adding on to this, the phrase 'unfair treatment' stated in the question is actually pointing to organizational politic related treatments at workplace which simply refers to the unequal power disbursement imposed on employees.

Table 4.5

Organizational politics Influences employees Commitment Level

	Frequency	Percent	Cumulative Percent
totally agreed	0	0	0
strongly agree	2	1.8	1.8
agree	11	9.91	11.7
not sure	16	14.41	26.1
disagree	8	7.21	33.32
strongly disagree	40	36.04	69.35
totally disagree	34	30.63	100.0
Total	111	100.0	

The finding above shows that the majority of the employees, worth of 92 respondents equal ant to 74% disagree to the statement that they're committed to their work irrespective of unfair treatment. This clearly indicates that, employees' commitment level is affected if they are exposed to unfair treatment such as organizational politics at workplace. As the commitment level of an employee tend to play the role as the

determinant of their performance level, therefore such unfair treatments due to organizational politics may impose negative influences on their job performance as well. In short, the findings above, is a sound prove of illustrating that perceived organizational politics at workplace does effect the employees commitment level and, consequently impose a negative influences on their job performance. Besides, this findings also conforming to the third research objective that is set to illustrate if Perceived Organizational Politics affects the employees' commitment in Job Performance. So it is proven that Perceived organizational politics affects employees' commitment level, which consequently results in negative influences on job performance.

Adding on to the arguments above, the negative influences imposed by perceived organizational politics on employee's commitment level then consequently the job performance may vary. Those influences can be clustered into few specific one such as the jobs stress, fatiguness and also job dissatisfaction. When these types of influences are experienced by the employees, they're lead to the reduced level of job commitment, which consequently influences their job performance as well. In this study, the analyzation was also done to determine, if the employees exposed to Perceived Organizational Politics are experiencing the mentioned negative influences (job stress & job dissatisfaction) or not. According to Cropanzano et al. (1997), job stress is a common outcome of Perceived Organizational Politics that's been experienced by employees at workplace, whereas it's been defined as a psychological syndrome, when employees consider themselves as being taxing or exceeding their capability and endangering their well being (Lazarus and Folkman, 1984).Adding on to this, Cropanzano et al. (1997) assumes that job stress is a common negative influence of organizational politics on

employees at workplace because, employees are not certain that their efforts will be rewarded and they are scared of being at risk by other people's action (for instances, risk of losing valued rewards)besides resulting in fatigue due to mental stress . Such risky, unpredictable and threatening workplace increases the level of job stress experienced by employees that consequently results in lack of commitment level and job satisfaction among employees.

Job satisfaction is one of the determinant of employees commitment level in job performance, which is also a wide area that usually been affected by perceived organizational politics. Job satisfaction is defined as a positive emotional state, which is achieved when employees experience job appraisals (Locke, 1976, p. 1300).In conjunction with this, Ferris et al. (1989) has linked perceived organizational politics to be directly linked with low level of job satisfaction, because, organizational politics on its own entails denial of what is worthily deserved. Such phenomena impose a negative impact on employees where their level of satisfaction will be reduced and it will influence their commitment level as well. This demonstrates that, perceived organizational politics actually does influence the employees' commitment level in job performance, through exposing them to negative influences such as job stress, fatigue and job dissatisfaction. The finding given in the following table is a trustworthy aid to supplement the presented argument, that employees do undergo job stress, fatigue and job dissatisfaction as result of experiencing perceived organizational politics:

Table 4.6

Organizational politics results in Job Stress, Fatigue and Job Dissatisfaction

	Frequency	Percent	Cumulative Percent
totally agreed	60	54.05	54.05
strongly agree	26	23.42	77.48
Agree	18	16.22	93.69
not sure	1	0.90	94.59
disagree	3	2.70	97.30
strongly disagree	3	2.70	100.00
totally disagree	0	0	
Total	111	100.0	

The above findings were tabulated from responses for the survey question(no: 3), where the motive was to determine if employees whom has been victimized by Organizational Politics do experience negative influences such as job stress, fatigue and job dissatisfaction or not. Based on the finding, it's been found that, majority of the respondents, which is worth of accumulatively 93.69% agrees that the experienced job

stress, fatigue and job dissatisfaction as a result of being victimized by organizational politics. Adding on to this, these mentioned influences are directly related to the employees' commitment level in their job performance. Therefore, the findings actually indicate that, when the employees are exposed to organizational politics, the experience negative influences such job stress and job dissatisfaction. These negative influences, directly impacts their commitment level in job performance, thereafter the job performance is also been affected. So it is proven that perceived organizational politics influences job performance negatively through imposing negative impacts on the employees' commitment level.

4.5   WORKPLACE SPIRITUALITY AND EMOTIONAL INTELLIGENCE AS MITIGATING FACTORS:

Vigoda-Gadot and Meisler (2010) has supported the modeling role of emotional intelligence in the relationship between employees' commitment and perceived organizational politics. According to him, employees level of emotional intelligence and spirituality was deemed modeling mediator that mitigates the consequential influences of organizational politics. Giacalone and Jurkiewicz (2003) defines workplace spirituality as a platform of organization values that are contained with organizational cultures and designed to promote transcendence through work process, enhancing their sense of being as related to their fellow employees in a way that provides a feeling of completeness and joy.Meanwhile, Salovey and Mayer's (1990) defines   emotional intelligence as the ability of an individual to monitor their

emotions and other people's emotions, and use gained information from such monitoring to guide thinking and actions. Adding on to this, there are studies proven that there exist a positive relationship between employees job performance and these two (spirituality & emotional intelligence) factors. For instance, it is found by Abraham (1999) that responders who showed high level of emotional intelligence tend to higher level of job performance . This can illustrate that they (responders/employee) are more capable of mitigating the negative outcomes of organizational politics. Besides this, there exist many writing which emphasizes the relationship between organizational performance and spirituality whereas spirituality contributes to organizational performance (Milliman et al., 1999; Benefiel, 2003a, b; Giacalone and Jurkiewicz, 2003; Sanders III et al., 2003; Garcia-Zamor, 2003; Jurkiewicz and Giacalone, 2004).This means that workplace spirituality also revealed a positive relationship between spirituality on leadership, organizational productivity and survival, and employee commitment. (Fry et al.,2005)   In relation to these statements, level of emotional intelligence and spirituality tends to aid in maintaining employees' performance in terms of job satisfaction and commitment level. This simply demonstrates that emotional intelligence and spirituality play their roles as the mitigating factors on employees' perceived organizational politics. As to support this objective, an analysis has also been carried out through one of the survey question (no:11).This particular question actually demonstrates if employees commitment level is positively influenced by their workplace spirituality and emotional intelligence or not. As discussed earlier, commitment levels tend s to be the determinant of an employees' job performance. Thus, analyzing the influences of

56

spirituality and emotional intelligence on the commitment level, simultaneously illustrates if these factors can play the role as a mitigating factors of the negative influences imposed by organizational politics in employee's job performance. The following table is provided to support further on the mentioned analysis:

Table 4.7

Workplace spirituality and emotional intelligence positively influences commitment level.

		Frequency	Percent	Cumulative Percent
Valid	totally agreed	38	34.2	34.2
	strongly agree	38	34.2	68.5
	Agree	7	6.3	74.8
	not sure	11	9.9	84.7
	Disagree	11	9.9	94.6
	strongly disagree	4	3.6	98.2
	totally disagree	2	1.8	100.0
	Total	111	100.0	

As proven in the above frequency distribution statistics where 75 % of the responders represent the segment that employee's level of workplace spirituality and emotional intelligence   are determining factor in their level of commitment and output in a positive manner. Therefore, it can be stated that emotional intelligence and workplace spirituality

are strong mitigations of the negative effects of perceived organizational politics as they are able to positively influence the employee's commitment level. This is because when the employees commitment level, is positively narrated by their spirituality and emotional intelligence, the employees are capable to mitigate the negative influences imposed by organizational politics on their own, and then subsequently have control over their job performance. So it is proven that hypothesis 3 which states that emotional intelligence and spirituality can mitigate the negative influence of organizational politics to be true.

As an overall, in this chapter, it can be summarized that all the research questions have been analyzed according to meet the synchronized research objectives and hypothesis. The findings were clearly stating, that perceived organizational politics is a common phenomenon in the workplace almost overall the globe as there proven analysis on massive number of respondents claims themselves to be victimized by this phenomenon. This chapter also has proven that perceived organizational politics negatively influences the employees' job performance in term of their commitment level, which means that perceived organizational politics has a negative relationship with the job performance. Findings also indicate that employees, who are exposed to the negative effects of organizational politics, tend to experience jobs stress and job dissatisfaction which consequently influences their commitment level in job performance. Beyond this, this chapter has also proven that spirituality and emotional intelligence may play the role as mitigating factors to reduce the negative influences of organizational politics on job performance, by imposing positive influences on employee's commitment level. So the analysis and findings have aid to meet all the research objectives of this dissertation.

CHAPTER 5

CONCLUSION & RECOMMENDATION

5.0   CONCLUSION

The objective of this research as stated earlier was to analyze the relationship between perceived organizational politics and job performance and also to evaluate the roles played by emotional intelligence and workplace spirituality mitigating the negative effects of organizational politics. It was clear in the literature review and introduction that politics in the organization influence employees' performance negatively because: 1) it reduced employees' level of commitment, 2) it reduces their overall corporation rate, 3) in increases their turnover intention and 4) it reduces their corporate citizenship behavior. These factors are important for managers to understand because a reduction in employees' job performance will result in a subsequent reduction on the overall performance of the company.

At this juncture, it becomes clear that a research design to understand how these negative effects can be reduced is necessary and such is the main objective of this dissertation. The primary research was based online in order to offer participants from all over the world the opportunity of contributing in the research. Over 120 responses were gathered but only 111 were considered qualified for analysis. During the introductory section, hypotheses were stated, supporting the idea that organizational politics results in detrimental negative effects on company. The data gathered were used to test whether the stated hypotheses are correct.

In essence, it was found that employee's performance can be negatively affected by experienced organizational politics. This impact was found to differ depending on their general understanding of what is meant by organizational politics, the form of job they undertake and level of spirituality. In conclusion, it can be boldly stated that the objectives of this research has been meet as a clear literary background has been presented on the understanding of the impacts of organizational politics on job performance, and how emotional intelligence and workplace spirituality help in mitigating these impact. Besides that, the stated hypothesized have also been proven through the gathered data. These proofs also points out that organizational politics is a negative determinant of job performance and emotional intelligence as well as workplace spirituality help in mitigating these negativities. Thus, it can be said that this research is highly applicable and is an addition to exiting theories on political management.

5.1   RECOMMENDATION

While the research has been successful in supporting the argument that organizational politics negatively impacts job performance, how to handle these negative impacts is still a complicating issue for most managers. The research variables were loaded into the data a gathering platform, but recommendations on how to solve issue were not loaded into the data gathering variables.

However, the impact of perceived organizational politics on job performance cannot be neglected because it can affect both the productivity and general image of the company in general. This is because; the impact can also be transferred from one worker to another.

For instance, if an employee is politically victimized in a company, all his passionate friends in the company might also experience reduced level of passion for their job because one of their friends is not happy.

Thus, it is important that managers understand the high potential damage perceived organizational politics can cause and find effective ways to minimize these damage. Some of these recommendations are that managers should designed a corporate culture that is passionate about the emotions of their employee and always committed towards the employees overall growth. Such a culture will serve as a mitigating factor on its own, because employees will be more likely to neglect certain behaviors viewed as political due to the commitment the organization has shown towards their general growth.

Besides, organization should also create a system such that all politically related behaviors are eliminated from the employees and employees that politicize other members of the organization are punished (irrespective of their position in the company), as it will serve as detriment to other employees that might have the intention of politicizing members of the company.

As suggested by the findings from the data analysis organizational politics is a serious issue in the company and it can heavily damage the overall output of a company through imposing a negative influences on the job performance. Thus, managers should treat all politically related issues serious and ensure that employees are always protected in the company. This will increase employees' level of commitment, citizenship behavior, and passion for their job, emotional intelligence, and spirituality and in turn reduce the level of impact done by perceived organizational politics.

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