REVIEW ARTICLE

Political Behavior: At work place

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ARTICLE INFO	ABSTRACT
	Politics is a fact of life in organization. When employees in an organization convert their power into action as described them as being engaged in politics. Those with good political skills have the ability to use their bases of power effectively and political skills means the ability to influence others in such a way as to enhance one's objective. According to various researches political behavior arises in organizations to displace legimate power due to problems or gaps in other systems of influence and influences need not satisfied within these systems. This paper focus on how political behaviour arises at workplace and what are the impacts of it on work efficiency.

INTRODUCTION

Politics is a fact of life in organization. People who ignore this fact of life do so at their own peril. Each and every organization is made up of individuals and groups with different values, goals and interests and politics is a fact of life in organizations when people get together in groups, power will be exerted. People want to carve out a riche, from which they influence to earn rewards and o advance their careers. When employees in an organization convert their power into action as described them as being engaged in politics. Those with good political skills have the ability to use their bases of power effectively and political skills means the ability to influence others in such a way as to enhance one's objective. Resources in organizations are limited which often turns potential conflict into real conflict. If the resources were abundant, then all the various constituencies within the organization could satisfy their goals. But they are limited, not every one's interests can be provided for. Furthermore, whether true or not, gains by one individual or group are often perceived as being at the expense of others within organization. These forces create competition among members for the organization's limited resources which helps to increase the political behavior. Political Behavior is present at workplace politically defined as activities that are not required as part of person's formal role in the organization but influence the distribution of advantages and disadvantages within the organizations. Political Behavior is ones outside job of specified requirements. There are two dimensions in Political Behavior:

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Legitimate Political Behavior

It refers to normal everyday politics i.e. complaining to your supervisor by passing the chain of command forming coalitions, obstructing organizational politics or Decisions through in action or excessive adherence to rules and developing contacts outside the organization through one's professional activities.

Illegitimate Political Behavior

It refers to the implied rules of a game. Illegitimate activities include sabotage, whistle-blowing and symbolic wearing unorthodox dress or protest buttons and groups of employees simultaneously, calling him sick. The vast majority of all organizational political actions are the legitimate variety, the reasons are pragmatic. The extreme illegitimate forms of political behavior pose a very real risk of loss of organizational membership or extreme actions against those who use them and then fall short in having enough power to ensure that they work.

Why political behavior arises

According to various researches political behavior arises in organizations to displace legimate power due to problems or gaps in other systems of influence and influences need not satisfied within these systems. The problems or gaps gives rise to discretion in work and unsatisfied needs stand ready to exploit that discretion.

Factors contributing political behavior

Not all groups or organizations are equally political. In some organizations politicking is over while in other politics it plays

a small role in influencing outcomes. There are various reasons for political behavior. But mainly ambiguous goals, searce resources, technology and environment, non programmed decisions and organizational changes may responsible for political behavior. Recent Research and Observations have identified a number of factors that appear to encourage political behavior mainly in

- Individual Factors
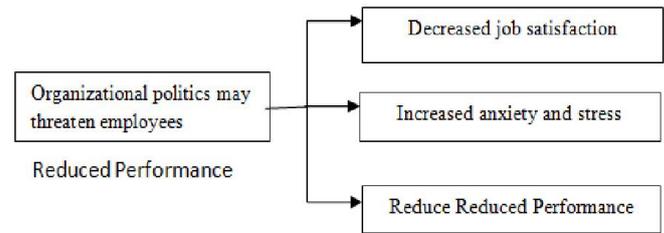- Organizational Factors

Individual Factors

At the individual level researchers have identified certain personality traits, needs and other factors that are likely to be related to Political Behavior. In terms of traits, we find that employees, who are high self monitors, possess an intern locus of control and have a high need for power, are more likely to engage in Political Behavior. The high self monitor is more sensitive to social cues, exhibits higher level of social conformity and is more likely to be skilled in politics than the low monitors.

Organizational Factors

Political activity is probably more in function in an organization's characteristics than of individual differences variables. Many organizations have a large numbers of employees with individual characteristics to their Political Behavior widely, specifically, when an organization's resources are declining, when the existing pattern of resources is changing and when there is opportunity for promotions, politicking is more likely to the surface. Also cultures characterized by low-trust, role in ambiguity, unclear performance evaluation system zerosum reward allocation practices, democratic decision making, high pressures for performance and self-seeming managers will create breeding grounds for politicking. Promotion decisions have consistently been found to be one of the most political actions ion organizations. If there is a greater role ambiguity, then one can engage in political activity with little chance of being visible.

Reponses of Employee to Organizational Politics

The politics performance relationship appears to be moderated by an individual's understanding of the "hows" and "why" of organizational politics. An employee who has a clear understanding of who is responsible for making decisions and why they were selected to be the decision makers would have a better understanding of how and why things happen the way they do than someone who does not understand the decision making process in the organization. When both politics and understanding are high, performance is likely to increase because the individual will see political actions as an opportunity. This is consistent with the individuals with well-honed political skills. But when politics is seen as threat, which would have a negative effect on job performance. When employee perceives politics as a threat rather than as an opportunity, they often respond with defensive behaviors. Defensive behaviors are often associated with negative feelings towards the job and work environment.

So it is essential for the new work force joining work to understand the influence of political skills. Young people today who are getting ready to enter the organizational world are simply not ready. They may have the required knowledge, skill and ability to work hard and turn out quality products but lack the ability to show gratification and they lack political skill and are amazingly unprepared to deal with organizational politics. Those with good political skills have ability to use their bases of power effectively.

Guidelines for management of political behavior

- Open communication is effective technique.
- Reduction in uncertainty.
- Awareness about work place roles and work division
- To recognize such types of destroying political behaviors of employee and taking appropriate action by proper person.
- Anticipate the emergence of damaging political behavior and to design the preventive action plan.
- Sharpen the strategy of enterprise.
- Tie resource.

Measure your political behavior scientifically

You can answer following statement in 5 options.

Strongly agree=1
Agree=2
Can't say agree or disagree=3
Disagree=4
Strongly disagree=5

- The management employee relationship should be based on trust, humility, integrity and mutual respect.
- The ability of people to control information lines of communication should be limited and decisions must be monitored by all.
- Goals must be specific and measurable.
- Do not deny the existence of politics in your organization.
- Handle differences and conflicts openly.
- There must be transparency in decision making.
- Grant adequate autonomy and responsibility to subordinate with regular feedback.
- Reward system must be directly linked to performance.
- Adrees all forms of behavior even those regarded as inconsequential.
- Always be prepared mental set up that political behavior is present at each organization.

Scoring and Interpretation

50-40 score: You are not ready to face political behavior and its very very difficult for you to cope up with political behavior.

40-30 score: You know the presence of political behavior but its very difficult for you to cope up the situation.

30-20 score: You know the presence of political behavior and tried to cope up with the situation.

10-20 score: You are expert to face and handle the political behavior.

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