

Literature meaningful job behavior with respect to their

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Literature review:-Organizational Politics: Organizational politics mentions behaviors" which are arise on an casual basis within an organization and include plannedactions of influence that are aimed to defend or improve individuals'proficient careers when contradictory ways of act are possible"(Drory, 1993; Porter, Allen, & Angle, 1981). Ferris et al.(1989a) emphasized that" organizational politics is a biased view, but not necessarily an unbiasedtruth" (p 0. 157). View of organizational politics has negative workconsequences and is destructive for employees as well as for organization(Byrne, 2005). Performance Appraisal: JohnDouglas, Stuart Klein and David Hunt defined:" Performanceappraisal as a systematic evaluation review of employees meaningful jobbehavior with respect to their effectiveness in meeting their job requirementsand responsibilities".

Organizationalpolitics and Performance Appraisal: The idea of organizational politics and theviews of organizational politics in the work place developed in the 1990's andare considered to be a key feature in current business practices.

There is asignificant amount of literature present for study. Ferris et al. (1989) stated that organizational politicsis not only unseen and symbolic but also different across individuals becauseof subjective view, as a consequence, the same political manners can beunderstood into political or non-political manners by different viewer, dependingon each viewer's prior understanding and frame of reference. Ferris et al.,(1989) suggested the concept of the view of organizational politics (Perceptionof Organizational Politics Scale – POPS) as a good measure of OrganizationalPolitics. Moreover, Kacmar and Ferris (1991, pp. 193-194) and Ferris and Kacmar(1992, p. 93)

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debated that the higher the perceptions of politics are in the eyes of an organization member, the lower in that person's eyes is the level of justice, equity, and fairness.

At the individual level, scholars have predictable certain personality traits, needs, and other factors that are expected to be related to political behavior. Individuals with an internal locus of control, because they believe they can control their environment, are more straightforwardly take active position and try to control situations in their favor (Robbins, 2005). Significant to the Ferris et al., (1989) model is the view that the effects of experiencing politics are weakened by other variables.

In precise, they focused on perceived control and understanding as important moderators of the relationship between perceived politics and consequences. According to Ferris et al., (1989), if people observe that politics go on in the work environment, and if they have little understanding or control over the method, politics can be understood as a danger and would be likely to lead to more negative consequences. However, if employees understand the political game well and feel that they have a high degree of control over the process and outcomes, more favorable outcome should result. Ferris, Frink, Galang, Zhou, Kacmar, and Howard (1996) believed that political work environments can posture as a chance or a danger for employees, and whether workplace politics is perceived as an opportunity or a threat depends on employees' level of understanding. Understanding can decrease the doubt and threat of organizational politics according to Poon's (2004) belief.

A major finding has been that when individuals are given the chance for voice in the performance evaluation process, their evaluations of justice are improved (Greenberg, 1986, 1990a; Lind & Tyler, 1988). Voice is effort into organizational decision-making processes (Tyler & Lind, 1992). Literature also indicates certain indication in support of organizational politics. As Gotsis and Kortezi (2010) took a realistic view of the organizational politics by authorizing both positive and negative features linked with it depending upon the situation. It can be simple appearance of social effect procedures for the best interest of the organization or it can be a selfish and illegal actions, opposing to organizational objectives (N.

Gotsis & Kortezi, 2010). According to Valle and Perrewé (2000), political behavior is all about the use of significant tactics by employees which are rational, conscious, and tactically goal-oriented and planned to promote selfishness which may be at the cost of or in favor of others' interests. In short, organizations free from any troublemaking things of politics are in fact experiencing politics in the form of mentoring, persuasion, coalition-formation and networking (N. Gotsis & Kortezi, 2010). Organizational politics is reflected as a contrary feature of organizational life and majority of the authors have consensus that negative effects of organizational politics outweigh the positive effects.

It brings employees towards lobbying. They start developing associations and informal groups in reaction to current political group (Yen, Chen, & Yen, 2009). Practical scholars have found that key features of the social perspective of performance evaluation contain the use of influence

tactics by assistants to application control over the performance ratings they receive (e. g., Barry & Watson, 1996; Ferris, Judge, Rowland, & Fitzgibbons, 1994; Wayne & Ferris, 1990; Wayne, Liden, Graf, & Ferris, 1997). A common method relates to view organizational politics in relation with influence strategies and actual political behavior; second method deals with the view of politics while the last dominant method deals with observing the political skills of individuals working in several capabilities (Drory & Vigoda-Gadot, 2010). The third method closely tells with the Machiavellian viewpoint which emphasizes leaders to show good political skills to rule effectively. The effect of this idea in organizational setting has appeared lately which emphasizes managers to determine good political skills to manage organizational matters effectively (Drory & Vigoda-Gadot, 2010).

Murphy and Cleveland (1995) pointed out that it may be illogical to give correct ratings if they are near to upset the manager. In circumstances like this it is easier to monitor one's own prompts and influence ratings. Also Longenecker, Sims and Gioia (1987) very willingly brought up that it is only human to consider the impacts of one's ratings. Since managers need to live with their decisions, it would be even hurtful not to think what will happen after each rating. Furthermore, Longenecker and associates (1987) found out that the supervisors, who seem to continuously manipulate the ratings, don't usually admit that their behavior is in any way political. Quite contradictory, they consider manipulation as a part of good management and define all kind of organization politics as a tool which helps them to balance effectiveness and survival.

Many researchers are of the opinion that most of the evaluators or the managers repel the evaluation process for many reasons (Brown et al., 2010). Some reasons the appraisers resist the performance appraisal of their assistants can be unsatisfactory yields they will get for what they have done during the procedure and that they panic about the results of the performance appraisal (Latham et al., 1993). Harris (1994) referred to Benedict & Levine (1988) and Larson (1989) that when evaluators repel the appraisal they will try to postpone the process, will somehow mislead the scores and will use many other strategies. According to Gandz and Murray's research, usually the politics was deliberated as bad, biased, excessive and unhealthy (Gandz & Murray, 1980, 243).

Therefore, it could be claimed that the definition of organizational politics inclines to have negative perception focused on the dim side of the human behavior, like influence. On the other hand, organizational politics as a social process can have useful as well as dysfunctional concerns, and might impose damage or be helpful for the workers. The examples of organizational politics' positive effects are career Advancement, enhanced position and success. On the other hand, harm to strategic power and negative moods towards others signify the negative consequences of organizational politics. Nonetheless, political behavior is vital if person wants to be a good employee and prosper in the organization.

(Vigoda 2000, 190.) Performance appraisal system, when functioning as the organization designed and projected it, has intrinsic power. In such system, raters appraise employees correctly; finding each employee's

strengths and weaknesses and differentiating among the good and poor employees. (Murphy & Cleveland 1995, 101-102). However, this is not the case in most of the organizations. Like Longenecker and coworkers as well as many other scholars (For example Berbardin & Beatty, 1984) pointed out, performance appraisal takes place in a setting that may not be entirely rational, straightforward, or unbiased. Thus, the political perspective is appeared as a significant and general issue distressing the practice how managers appraise their subordinates. (Longenecker, Sims & Gioia 1987, 184, 190).

However, when job performance evaluators manipulate scores for political determinations in their performance appraisal process the correctness of the performance appraisal falls and thus the job satisfaction and motivation decreases. Therefore, an efficient view dimension is needed for appraising organizational politics (Longenecker et al., 1987).

Longenecker et al., (1987) reported many details for which the performance appraisals are overstated through the evaluators such as to increase the employee's performance with inspiring him/her by giving good ratings. The other reason reported by Longenecker et al., (1987) is avoiding the poor scores because they don't want to leave a written record for the employee's deprived performance.

The evaluators may evade giving low scores to the subordinates because the managers may deliberate that there are some problems with the competence of the manager (appraiser) handling his subordinates (Murphy

and Cleveland, 1991). Chen et al., (2007) also supports the argument that supervisors avoid giving negative scores to the subordinates. Folger et al., (1992) cites Tetlock (1985) who stressed that all the human beings have in-built abilities concerning the politics and they always plan, think and take care of the results for what they do.

There are also numerous details for which the scores are deflated in the Performance appraisal by the evaluators (Logeacker et al., 1987). These reasons are to keep the subordinate on the path and make him a good performer, punishing the subordinate and reminding him about the appraiser's power, pushing him to leave the organization and overstate the record of his/her poor performance in documents so that he/she may quit early (Logeacker et al., 1987).

Organizations having ambiguous performance appraisal process and indeterminate environment provide probabilities for the politics to prevail (Poon, 2004). Folger et al., (1992) cited Cascio (1982) that studying the performance appraisal process in an organization checks that the politics exist in all organizations which is a fact. Employees appear to believe that supervisor's appraisals are revealed by the personal liking or disliking ((Karpinen, 2007).

Organizational politics in public and private sector depends upon certain dimensions and these dimensions are purposes or goals, accountability, autonomy, orientation to action, and environment. In principle, the basic values of public organizations are considered as transparency, impartiality,

dedication, efficiency, lawfulness, obedience, incorruptibility, responsiveness, serviceability and social justice. On the other hand, privatesector organizations accept sustainability, effectiveness, innovativeness, profitability, collegiality and self-fulfillment (Wal and Huberts, 2008).

Accountability, formal and informal in nature (Cohen and Axelrod 1984), implies that political organizations are considerably less autonomous than private-sector organizations. In private sector environmental landscape full of dangerous surprises and subject to frequent and radical change while in public the environment is constant based on bureaucratic set up. The study on performance appraisal methods indicate that in the earliest time essay method or graphic rating type of techniques are used for evaluating the performance but they are subjective. Performance appraisal process will start from the Taylor's Scientific management technique. In public sector organizations ACR are used for evaluate the performance of employees while in private sector different techniques are used for evaluating the performance of employee like 360 degree, MBO etc.