The Effect of Organizational Politics on Job Stress; Mediating Role of Job Satisfaction

Rezwan Ullah
Syed Zubair Ahmad

Abstract

The purpose of this quantitative study is to investigate the relationship between organizational politics and job stress and the mediating role of job satisfaction. Changes in working circumstances causes work related stress. There are various vulnerabilities associated to stress such as work content, workload, working hours, control and career development, position in the organization, interpersonal dealings and traditions of the employing organization.The job stress can be deterred through primary avoidance such as concentrated work design and administration growth, secondary avoidance such as workers' learning and training and tertiary avoidance such as mounting responsive organization system and improved work-related health conditions and psychosocial factors at work. There are two outcomes of job satisfaction which affects workers such as intrinsic outcome included feeling of accountability, challenge, and appreciation and extrinsic outcome included pay, working conditions and the co-workers. The sample size consists of 200 employees of different banks of district Peshawar, Khyber Pakhtunkhwa province of Pakistan. A total of 30 questions were asked based on 5 point Likert scale responses. Statistical Package for Social Science (SPSS) the quantitative analysis software is used to perform statistical operations in the research. Regression and Baron and Kenny Approach were used to test the hypothesis. The results show that there is a significant relationship between organizational politics and job stress. The results also indicate that there is no significant relationship between organizational politics and job satisfaction. In this study, the implications are discussed with a view to improving standards of organizational politics and job stress within the ambit of the banking sector.

Key Words: Organizational politics, organization authority, organization power, power at work, job stress, managing stress, job satisfaction.

Introduction

People in an organization are undeniably considered the most precious asset. It is the collection of all the expertise, capacity and knowledge of all the people working in any organization. It is essential to use the capacities of all the people working in the organization to attain the most wanted goals. It is based on the performance of the workers. The performance of all employees is dependent on the employees' job satisfaction (Rao, 2000).

HRM is a specific area of business on the basis a variety of approaches, strategies, policies and different actions are developed which encourage the job satisfaction of workers as well as the business (Armstrong, 1987).

People have certain things in their minds by joining the organization such as job safety, income, greater expectations and safety of community and mental needs. People are different with respect to their needs from others. Therefore it is the duty of the organization to perform their needs and provide the chances of growth and development. Similarly, when a person likes his/her job and considers himself/herself cherished by the organization. In that case, an organization plays a significant role in dictating its value. They should provide appropriate opportunities and environments to people at work to satisfy their needs (Suri & Chhabra, 2000).

Organizational politics is to get authority to make connection in order to get things done. It is the mistreatment of the entrusted powers in an organization to get special benefits. The compensations are fulfilled in a variety of ways as demonstrated by using substantial and insubstantial assets. All the people are using this for their own well-being (Weissenberger, 2010).

It is an inevitable fact that workplace conflict arises where the organization possesses limited resources and there is rivalry amongst persons for their survival. Essentially, it necessitates to overcome it or assume it. That workplace politics in most organizations and engaging in all-out conflicts with each other can defeat the overall goals of the organization (Vigoda, 2002).

Job related stress is the intensifying and challenging problem of functioning organizations. It has been caused by over-loaded labor which usually results in work stress. It has an effect on the performance of workforce and causes unnecessary behaviors such as smoking, drinking, depression and nervousness when there is no stability between inconsistent demands and responsibilities of their duties (Sherry & Rabi, 1992).

Changes in working circumstances causes work stress, sick leave, high labor turnover and early retirements are the results of job related stress. It is considered a main challenge to workers' strength and the strengths of their organizations can be truly global. Badly irritated, less industrious and less secured at job as a result the organizations are less aggressive in marketplace. It exerted pressureson the work and at home (Rpbetr, Marie, & Mark, 2009). Job satisfaction decreases absenteeism and turnover. Various studies have revealed that it is improved by pay and management behavior (Petrescu & Simmons, 2008).

It has been disclosed that very limited number of studies focused on Pakistan, though many studies concerning the topic have previously been conducted around the world (Usman & Ismail, 2010). Due to the consequence of the study the research is conducted on different banks of Peshawar, Khyber Pakhtunkhwa province of Pakistan. In order to determine the consequences of organizational politics and job stress and the mediating role of job satisfactionon workers of banking sector, this sector is chosen due to the reason that banking job is frequently measured as a very tough and stressful. The banking sector has grown at a faster-than-usual pace recently. The state of competition is severe in that sector. It is well known fact that banks are special because of the vulnerability to the entrant of new firms, for this reason they are striving to provide cheaper services to their customers. In the prevailing circumstances, the grooming of well qualified workforce is the main issue. Focused on improving human resource practices is being assumed to maintain the organizational human resources.

Literature Review

This section includes the details of prior researches related to organizational politics, job satisfaction and job stress of the employees and their associations with each other.

Organizational Politics

In every human organization, people that develop, influence and wield overwhelming powers in the decision making process and the underlying politics, power struggle and influence wielding is used by individuals and groups to achieve their own cherished goals. Organizational politics is considered as an unofficial struggle for achieving power (Winning, 1978).Organizational politics is the process of gaining power by various means rather than merit or by chance. It is used for gaining only power through unfair means. All the powers are gained onenriching personal profits such as promotion, obtaining a lot of funds or other resources or gaining beneficial projects. It is the study of power in action (Pfeffer, 1981).

Several studies have been performed to discover the term organizational politics. It is a significant ability in managers for doing things from others (Bacharach, 2005). There are various concepts regarding institutional politics. Various researchers have used different scale and dimensions for achieving awareness of organizational politics. There are numerous methods to have high level in politics such as for gaining ownprofit, the individual use short cuts, avoid the influence and using easy means (Kacmar & Andrews, 2001).

The term organizational politics has captured the attentionto those scientists engaged in the study of organization. Various researchers defined the term organizational politics in various ways. Individual or team behavior that is unofficial, disruptive and above all in a technical sense,illegitimate - sanctioned neither by formal authority, accepted ideology, nor certified expertise is known as organizational politics (Mintzberg, 1983).This is manifested as the course of authority in which person gets various things by undeserved means (Mayes & Allen, 1977).

There are differentviews to understand politics in an organization. There are countless examples of place of work politics such as bypassing authority while gaining approval, for gaining tools using inappropriate channels and lobbying bosses in time of promotion. Organizational politics described as an activity that permits people in organization to accomplish goals without going through proper channels. The political behavior is demonstrated by nature of the act or by the perception of people of what is political (Kacmar & Andrews, 2001). The manner in which people engaged and their conflicts are resolved through the awareness of reality (Lewin, 1936). Organizational politics is difficult to describe in place of work because it is a relationship of power in place of work. They have unique characteristics of relationship of power in place of work. They have unique characteristics of relationships of individuals which directly met with each other. Besides, they have their own overriding plans and struggle with powers. The main aims of that are to secure or maximize personal benefits or avoiding negative results of the group (Ferris & Kacmar, Perceptions of organizational Politics, 1991). Organizational politics has also used for protecting collective interests (team, group, organizational or social) in those cases where several decisions are awaiting which affect different other interests.

There are very less number of researchers known about the nature, boundaries and other proportions of organizational politics. There are two aspects of organizational politics such as negative and positive aspects. Many scholars have focused on the negative aspect of organizational politics and seeing that it is the representation of the dim side of human nature. Organizational politics has been considered as equal to the dis-loyal and semilegal actions (Ferris & King, 1991) and (Mintzberg, 1983). The picture depicts that the organizational politics negates the common purpose of the group and also harms the performance of individual, team unit or system at any level. In recent years, many researchers have worked on the positive side of perception of organizational politics i.e., providing the basis ofcompetitive advantage, develop positive political skills, which create an effective political situation which does not affect from injustice, unfairness etc., serving the objectives of the organization and the vision and develop teamwork and confidence (Karen, 2015).

Fedor, Maslyn, Farmer, & Bettenhausen (2008) have worked on both the positive and negative politics and stated that positive and negative politics having separate dimensions rather than they are on the same pole and may occur at the individual, team or place of work level. In the period of 1990s up to 2000s interest has taken the direction of cognition. Numerous experimental studies have been carried out about the people thinking and political plans in modern place of work.

According to Kacmar & Carlson (1997) represented the study to the extent in which the workers hope their job environment as political in nature, cheering the self- interests in others and have unmerited and undeserved from the employee's side.

There are two proportions of personality which play an ample role in individuals' actions in an organization. The first one showed those persons that believe that they are masters of

their own destiny while the second type showed those persons that believe on luck. The first type is labeled as internal while the second type labeled as external.

According to various researchers there is inverse association with the perception of organizational politics in the eyes of workers and the level of justice, equity and fairness. Different researchers pointed that politics and fairness are inter-related because organizational politics is related to leaders. It is evidently lack of justice and fairness in the organization; there will be organizational politics which hampers the performance of organization (Ferris & Kacmar, 1991).It has been disputed that people always react to the perceptions of reality, not to reality. It is necessary that an individual knows the politics in an organization.

Different studies stated that politics in an organization is due to the perception of justice and fairness which results into poor job performance (Drory, 1993). Other researchers replicated these ideas and stated that organizational politics is not unseen and representative but different across individuals (Ferris, et al., 1989). Awareness of organizational politics is not the awareness of an organization but it is the awareness of an entity about other political activities such as nepotism, stifling of opposing entities and exploitation of organizational politics (Kachmar & Ferris, 1991). It creates variance because it is the struggle for authority. Various researchers recommended that it is significant view points of individuals in functioning atmosphere (Parker, Dipboye, & Jackson, 1995).

Organizational politics is measured as an unconstructive occurrence of an organization (Vigoda E., 2003). In case, somebody told you that you are a political person, the person contemplates it as an abuse (Block, 2016). Influence, strength and politics are considered as a whole. Organizational politics is associated with slyness, exploitation, rebellion or attainment of goals in inappropriate ways. Conflicts and politics create stability between varying atmospheres (Ferris & King, 1991). Organizational politics has positive outcome as well such as in case of promotion. Hence it is not necessary to say that it is negative behavior. It is a natural human activity. It is an individual skill (Putnam, 1995).

Job Stress

Job stress is defined as damaging bodily and exciting responses that occur when the necessities of job donot equal the skills and requirements of staff (NIOSH, 1999). This constitutes a large challenge to intellectual and bodily fitness of staff. Stressed staff is less creative, secured and provoked than others which affect otherwise their association. As a result, these personals gave a huge loss to nation (Palmer & Stephen, 2004). There are several sources of job stress which affect the personnel of different ways (Dollard, Maurean, & Jacquee, 1999).

One of the main reasons for work stress causes damage to the mind and the body. There is a correlation between mentaldamage, meaningfulness of work; and the autonomy. Other sources contain bodily action and work uncertainty. Job satisfaction and self-supposed labor pressure are the features of job stress (Karasek & Robert, 1979). In the 20th century the term 'job stress' has been a significant expression of researchers working in different fields (Cooper, Dewe, & Driscall, 2001). Various studies indicate that job stress has an unenthusiastic shock on the job performance, bodily and emotional well-being of staff. Therefore it is an expected part of an association (Wright, 2007).

Job stress also affects the operational competence of staff such as raise turnover and reduces satisfaction with staff (Ongori & Agolla, 2008). It is articulated in the form of distrust

and disconnection from the work and a sense of infectiveness (Maslach, Schaufeli, & Leiter, 2001). Stress is a mismatch between the supposed demand of a circumstances and supposed capabilities and possessions of staff for meeting those demands. Various studies on coaching have been performed which show stress and risk in coaches (Lazarus, 1990).

Stress is a major challenge to the health of staff in various part of the world. Stressed staff is considered harmful, badly irritated, less creative and less safe at their work. There are various causes of stress such as at home and at work. Stress at work is a great trouble for the organizationas well as for the workers. Best organizations are trying to supervise worker's stress and have procedures for their avoidance. Different countries have stress associated regulations which protect workers. Job stress is the reaction to the staff when workload and pressures are not matched with their understanding, expertise and capability. Stress-related disorders may occur in a broad array of circumstances. A vigorous work matters a lot where the staff feels equilibrium nervousness relative to their skills and possessions. WHO defined health that it is not the lack of a sickness but it shows the total bodily, public and intellectual well-being of staff (Leka, Griffiths, & Cox, 2003).

Unfortunate labors association, uncontrollable nervousness and demands are the causes of workstress. There are various vulnerabilities associated to stress such as work content, workload, working hours, control and career development, position in the organization, interpersonal dealings and traditions of organization. Job stress also affects the overall association with various ways such as increasing absentees, staff turnover, unsafe working practices, criticism from customers, declining assurance to labor, upsetting personnel staffing and damaging the organization's image. The job stress can be prohibited from primary avoidance such as focused work design and administration growth, secondary avoidance such as workers' learning and training and tertiary avoidance such as mounting responsive organization system and improved work-related health condition (ILO Series No:56, 1986). Various studies show that female are excessively engaged in workplace and become targets of workplace harassment and they are less likely to react to disagreement and stress (Borling, Dupre& Kelloway, 2009). It is observed that disagreement and the nature of administration shaped demanding surroundings. Management and administration approaches are causing boss and worker stress largely (Vicar, 2003). Stress in hospitals in the shape of interprofessional and intra-professional disagreement happened due to poor communication between team members (Xyrichis & Lowton, 2008).

Job Satisfaction

Satisfaction is a person's feelings of pleasure, completion of purpose about programmed goals, requirements or wants (Kotler, 2000). In economic terms, utility or happiness derives from consumption of the goods or services as preferred or needed by an individual.

The term 'job satisfaction' obviously denotes the negotiations on organization of individual capital. It refers the feelings of happiness on the job which provoked them towards their occupation. It does not mean the pleasure of a person such as happiness but it means the fulfillment on the job. It shows the connection between the workers and their owner about their pay. Various factors prejudiced the job fulfillment. It does not mean simple sentiment after gaining some objective but it is the end state. The term 'job satisfaction' is described by Robert Hoppock in 1935. According to him, it is the mixture of

emotional, physiological and ecological conditions which cause job satisfaction and a person honestly say that I am pleased with my job (Mirza, 1996). There are different aspects which shape job satisfaction such as environment of labor, reasonable endorsement arrangement, job independence, management performance and public dealings (Dawson, 1987).

It has many facets such as workplace itself, pay and appreciation, understanding with supervisors and co-workers and possibility for growth and development. These dimensions affect largely thoughts of the workers. Job satisfaction refers to one's thoughts towards their job and the regulations of persons towards their job. Job satisfaction relates to performance. It is the feelings of workers towards their job (Hamer & Dennis, 1978). It has the element of self-motivation. More concentration is desirable for job satisfaction and trust. It is constructive employee attitudes, loyalty and training which fallout from the practice of the workers' job (Locke, 1976).

Job satisfaction has a close association with enthusiasm and doings. Satisfied staff is more industrious, efficient about their jobs as compared to dis-satisfied staff. Various studies and researches have carried out in order to raise the efficiency and constructiveness of personnel and approach of staff and their performance (Ferris, Adams, Kolodinisky, Hochwarter, & Ammeter, 2002). Numerous studies have validated that there is no relation between job satisfaction and productiveness of workers (Ferris & Kacmar, 1992). As a result the positive outcome of satisfaction with inspiration and efficiency cannot be deprived. Job satisfaction means to make all aspects of job simple, important and demanding. Deficiency in job satisfaction often leads to fatigue. Due to lack of job satisfaction the personnel quit from public to the private and from private to public sectors or from one profession to another. These circumstances occur to those countries which have unfortunate circumstances of service and stoppage in salaries (Nwagwu, 1997).

Workers on the job might be provoked by job nature, public atmosphere, wants of the workers and functioning situation and also exaggerated by accessibility of authority and position, compensate fulfillment, encouragement opportunities and job simplicity (Oshagbemi, 2000). Job satisfaction has associations with income, organization procedure, functioning situation, encouragement, gaining esteem and the size of association, self-expansion and attainment of the use of talents. Organizing people within the organization is an essential part of the organization practices. Efficient organizations look after their staff from all features such as their health, job security, safety, giving those benefits and make sure a situation of collaboration, obligation and happiness. It gives administration various information about job, personnel and their atmosphere. By increasing the job satisfaction and confidence gets better job performance (Daftawr & Chitranjan, 1982).

Now-a-days job satisfaction has received much attention to workplace. It is the satisfaction with workers feel while doing their work. Job satisfaction is one of the important factors which affect both the effectiveness of laborers and job performance such as non-attendance; accidents etc. satisfy workers provide the major benefit to the organization while displeased workers are the liabilities as disappointment leads to irritation and irritation leads to violence. Job satisfaction and dissatisfaction based on various factors such as nervousness at labor, occupation participation, relation with social group and supervisors, grievances elimination, feeling tiredness and isolation (Srivastava, 2004).

There are two outcomes of job satisfaction which affects workers such as intrinsic outcome included feeling of

accountability, challenge and appreciation and extrinsic outcome included pay, working condition and co-workers. Job satisfaction has various theories which measure job satisfaction from various aspects. Job satisfaction is generally measured as workers' feelings towards the job situation. It is the level of individual likeness of the job. When satisfied with a job, workers consider that job is the part of their life; hence they enjoy doing their work. Job enjoyment is related to the nature and operation of work. If the job provides a worker low independence, insecurity and lack of hope for promotion, it collectively leads to dissatisfaction with the job part of workers (Spector, 1997).

While relating job satisfaction with the performance, it is observed that matured and satisfied workers serve more efficiently as compared to the dis-satisfied workers. As workers are the frontline of the organization and can influence the satisfaction from the clients. Therefore a satisfied worker can be able to serve a customer well. A satisfied customer in turn influences positively worker's performance and satisfaction from the job (Hussami, 2008).

While reporting the factors influencing the job satisfaction from workers, age, position, femininity and extent were found to be the pertinent sources for the staff of universities in UK which contributed for their satisfaction from the job (oshagbemi, 2003). Likewise different studies in Chinese restaurants determined that job itself; work atmosphere and rewards is the important determinants of job satisfaction (Lan, Bawm, & Pine, 2001). In addition to team functioninghas a great impact on the job satisfaction as it directly affects the performance of staff. These factors play a great role in maintenance and keeping the level of pleasure of workers (James, 1996).

Relationship between Organizational Politics and Job Stress

Social atmosphere at work is related to labor stress. Organizational politics and job stress have positive association. It is absolutely connected with that area more regular research is needed to test the association with organizational politics and job stress. When the people perceive public support, they feel less stressedand nervousness and also have better life satisfaction and psychophysical fitness (Ferris, Frink, Galang, Zhou, Kacmar, & Howard, 1994). Several studies have stated that worker's political performance caused stress related impacts in place of works. Organizational politics is one source of stress and divergence in the workplace (Ferris, Frink, Galang, Zhou, Kacmar, & Howard, 1994).

The literature demonstrates that there is a relationship between organizational politics and job stress and it has been highly explored in the economically developed countries. There is a need to examine this association with the perspective of Pakistan and it is essential to bridge the yawning gap.

Relationship between Organizational Politics and Job Satisfaction

Workers supposed organizational politics as self-centered act of individual's which causes absentees, be exhausted and work-tension and turnover intent while enhanced knowledge of awareness of organizational politics increases work satisfaction (Valle & Blake, 2001). Earlier studies have disclosed negative relationship between job satisfaction and organizational politics in lower level workers while workers which had lower level of politics have higher level of satisfaction with approval, pay policies and payment scheme. Earlier researchers have revealed the negative relationship between perception of organizational politics and job satisfaction (Vigoda & Talmud, 2010).

Recent literature has supported negative relationship to perception of organizational politics, job satisfaction and organiza-

tional commitment (Miller, M.A, & Kolodinsky, 2008). The studies have further divulged the negative relationship to job satisfaction, organization commitment and job participation (Bodla & Danish, 2009). Organizational politics in organizations has various unconstructive consequences. Organizational politics affects a lot of the middle and lower level of workers (Hussain & Haque, 2011).Kodisinghe researched on 300 workers explained his findings on organizational politics and its effect on workers' satisfaction. He concluded that there is an inverse relationship of organizational politics and job satisfaction. While studying on some workers, it was disclosed that there is an insignificant pressure by absence and employees' job unease of political affairs on work atmosphere (Kodisinghe, 2010). Many researchers have explained that managerial political affairs are directly linked with job dissatisfaction (Valle & Witt, 2001). Organizational politics had negative association with work feelings of employment and managerial loyalty (Vigoda, 2000). Organizational politics is the basic variable in formation of job attitudes. It consists of contribution to appreciation for the association and it is significantly influenced by work satisfaction and overall environment (Mowday, Steers, & Porter, 1979).

Relationship among Organizational Politics, Job Stress and Job Satisfaction

Organizational politics, job satisfaction and organization commitment have negative relationship. It is the organizational politics have destructive effect on lower status worker rather than higher status workers (Drory, 1993). Organizational politics has negative relationship to work attitude while positive relationship between perception of organizational politics and unwanted results such as work burnout and stress (Ferris, Arthur, Berkson, Kaplan, Herrell-Cook& Frink, 1998). Job satisfaction manipulated job stress in place of work. Organizations are seeking better job outcomes of today's world. Various researchers have worked on work satisfaction and work stress as these are the challenging terms of HRM research. It has been distinguished that work satisfaction and work stress have important relationships. Workload and working circumstance had negative relationship to workplace satisfaction (Mahdad, 2006).

Lack of satisfaction resulted stress and also specified that these are interconnected (Vinokur-Kaplan, 1991). High level of work stress resulted in low level of work satisfaction(Landsbergis, 1988). If workers are satisfied with the workload, allotment of duties, and way of performance evaluation then the stress level is negligible (Ahsan, Abdullah, Fie, & Alam, 2009). The females are facing a lot of barriers concerning to their working situation and are facing less satisfied and have stress (Opeke, 2002). There are a lot of stressors in place of work in private and public sectors banking in Pakistan (Malik, 2011). It has been accomplished from several studies that the staff of private banks is appreciative with their wage, working hours and workload as compared to public sectors staff (Khalid & Irshad, 2010). It was increasingly recognized by various studies that 80% of the managers working in different association are in stress (Ram, Khoso, Shah, Chandio & Shaikh, 2011). There are numerous features such as extra work, indeterminate role, disagreement of role and deficiency of high support of higher administration causes stress in the organization (Malik, 2011). Various studies have been conducted among teachers and managers which accomplished that high level stress unconstructively affect work satisfaction (Senk, 2008).

Mediating Effects

The term mediation shows that the outcome of an independent variable (X) is passed on to a dependent variable (Y) through a third variable measured as a mediator (M). The approach anticipated by Baron and Kenny to covenant with the study of mediation consists of four steps therefore known as a four step model (Baron & Kenny, 1986).

1. Variables X and Y must be connected, and coefficient c in Figure must be dissimilar to zero in the anticipated way. This state is confirmed with a linear regression study of Yover

X: $Y = i_1 + c X + e_1$ (1)

Where i is the constant term, c is the regression coefficient that relates X to Y, and e are the random errors (this is, the part of Y that isn't clarified by X), which are measured to be usually dispersed, with constant variance and independent from each other.

2. Variables X and M must be connected, this is, and coefficient 'a' from Figure.1 must be different to zero. This condition is confirmed using a linear regression analysis of M over X: $M = i_2 + a X + e_2$ (2)

3. Variables M and Y must be connected once the result of X is restricted, this is, and coefficient b from Figure. 1 must be dissimilar to zero. This state is confirmed using a linear regression analysis of Y over X and M:

$Y = i_3 + a X + b M + e_3$ (3)

4. The association between X and Y must be considerably concentrated when calculating the result of M. This is coefficient c' (direct effect in Figure.1, p. 18) must be lesser than coefficient c (total effect in Figure.1). (Baron & Kenny, 1986) Clearly point out that "the strongest mediation expression is when c'is zero".

Baron and Kenny imagine the minor size decrease in coefficient c as a range: the bigger that decrease is, the bigger the extent of mediation. Therefore, when the decrease is highest, this is, when coefficient c'is zero, there is proof of the occurrence of only one mediator variable; on the other hand, if a decrease in the extent of c'occurs without it getting zero, there is confirmation that more than one mediator variable is taking place. As a result of this, in Baron and Kenny's suggestion there is a difference between total mediation (all of the effect of X goes through M) and fractional mediation (only part of the effect of X goes through M). The data are well-suited with the total mediation hypothesis when the association between X and Y totally disappears when calculating M (this is, when coefficient c' is zero). The data are well-matched with the fractional mediation hypothesis when the association between X and Y is considerably concentrated when calculating M but doesn't totally vanish (this is, when the total value of coefficient c'is smaller than cand, at the same time, greater than zero).

The following hypotheses are, therefore, posited in this study:

H 1:There is a significant relationship between organizational politics and job stress.

H 2: Job satisfaction mediates the relationship between organizational politics and job stress.

Methodology

Quantitative methodology is adopted for the research, whereas method utilized is the survey through a structured and closed ended Questionnaire. The population is all the employees of 5/7 public banks and 10/21 private sector banks of district Peshawar and the sample size is 200/400 employees of different
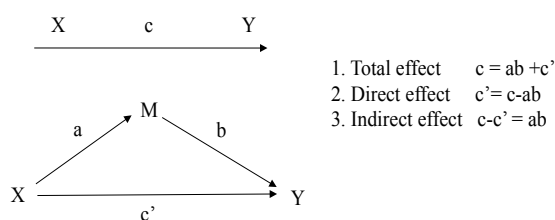
Figure. 1 Mediating effects

$$X \xrightarrow{c} Y$$

1. Total effect   c = ab +c'
2. Direct effect   c' = c-ab
3. Indirect effect   c-c' = ab

Figure. 2 Theoretical framework.

banks of district Peshawar included different categories of employees from branch manager to cash officer of public as well as private banks. Different sector and employees are important to find out the actual results. In order to fillup the questionnaires from the bank employees such as branch manager to treasury officer - the required information provided by them is embodied in the actual results of the study. Workers in the senior level capacity are in better position to be selected as a sample of the study as they are well aware of the pros and cons of the organization and are better equipped to provide useful insights. Thus, all employees in the senior level recognized the importance of this study and were eager to fulfill the required information it needs.

The research is explanatory in nature which has been conducted for different public and private sector banks of district Peshawar. In order to find out answers to the questions required to measure the organizational politics impact the job stress and job satisfaction. It also indicates the relationship of organizational politics and job stress in their workplace. The research undertaken is causal and the data is randomly gathered from different banks of one point in time.

Data Collection Tools and Instruments

In order to make meaningful findings and to offer recommendations, a questionnaire is used as a data collection tool. Questionnaire about job satisfaction was designed by Brayfield & Rothe, 1951, perception of organizational politics by Kacmar and Ferris, 1991 and job stress by Parker & DeCotiis, 1983, as it enabled respondents to participate and reflect adequate data. The questionnaire consists of close ended questions about two parts, the first part was about the demographic information of the employees and the second part included the information about job satisfaction, organizational politics and job stress.

Analysis and Discussion

For proper data processing, inputting the entry and to finding the results as output, SPSS the tool is used in this research.

Descriptive Statistic:

Table No.1 (p. 19) demonstrates the mean values of the respondents of this study. Out of the mean value of the Gender stand to 1.17 illustrating that on average the study has included the Male respondents than the Females. This is further confirmed by the frequency table of the respondents (Table No.2, p. 19). The mean value for the Age stand 1.43 illustrating that on average the study included 25-35 Age group respondents than other age groups. This is further confirmed by the frequency table of the respondents (Table No.2). Also the mean value for the Qualification stand to 1.9 illustrating that on
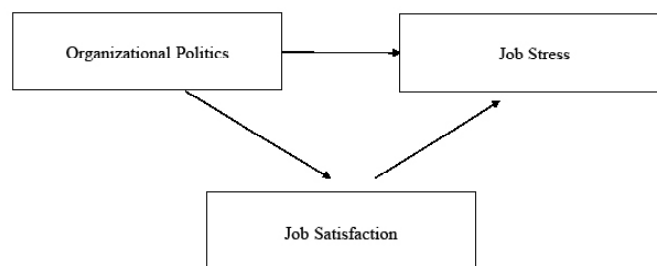
average the study included Master respondents than the rest qualification respondents. This is further confirmed by the frequency table of the respondents (Table No.2). The mean value for the Job Status stand to 1.22 illustrating that on average the study included Permanent respondents than the Contract employees. This is further confirmed by the frequency table of the respondents (Table No.2). The mean value for the Ranks stand to 4.53 illustrating that on average the study has included Cash Officer respondents than the remaining ranks employees. This is further confirmed by the frequency table of the respondents (Table No.2).

Demographic Analysis:

This study has included 200/400 respondents of 5/7 public sector bank and 10/21 of private sector bank of district Peshawar. The respondents 166 (83%) was the male and 34 (17%) was the female. Maximum number of respondents was between the ages of 25-35 years which make up about 134 (67%) of the respondents. 48(24%) of the respondents were from 36-45 years. 16(8%) of the respondents lie between the age of 46-55 years and 2 of the respondents were above the age of 55 that make them 2 (1%) of the total respondents. Qualification tables show that 48 (24%) of the respondents lies in Bachelor level education. Master level employees were 128 (64%), MS level were 23(11.5%) and the remaining 1(.5%) had the PhD level of education. Job status tables show that 156 (78.0%) of the employees was permanent and 44 (22.0%) were contract. Ranks table shows that 20 (10%) of the respondents were at the Branch Manager Position. 19 (9.5%) of the respondents was at the level of Operation Manager, 20 (10.0%) were at Relationship Manager level, 41 (20.5%) at Banking Service officer level, 22 (11.0%) were at General Banking Officer, 32 (16.0%) were Operation Officer and remaining 46 (23.0%) respondents were Cash Officer as shown in Table No. 2.

Mediation Effects/Hypothesis Testing by Baron and Kenny Approach

Hypothesis 1:There is a significant relationship between organizational politics and job stress. The result reveals that the hypothesis is accepted

The table 3. (p.19) shows the relationship between organizational politics and job stress. This table also shows that 1unit increase in organizational politics causes 35units increase to job stress of the employees included in the study.

ANOVA Table 4. (p.19) tells the fitness of the model. In the table, the regression sum of square value is less than residual sum of square but value of F is 28.857. The effects are significant. Apparently, it explains the relationship and reflects a better model fit. B is the regression coefficient. It tells the change bought in a direct variable (DV) when one unit of the indirect

Mean Values for the Demographics of Respondents:						
Demographic Profile	Mean	Median	Std. Deviation	Range	Min	Max
Gender	1.1700	1.0000	.37658	1.00	1.00	2.00
Age	1.4300	1.0000	.68369	3.00	1.00	4.00
Qualification	1.8850	2.0000	.60299	3.00	1.00	4.00
Job Status	1.2200	1.0000	.41529	1.00	1.00	2.00
Ranks	4.5300	4.5000	1.98464	6.00	1.00	7.00

Table 1. Demographics of respondents

Frequency table for the respondents:				
Demographics	Frequency	Percentage (%)	Valid Percent	Cumulative percentage
Gender:				
Male	166	83	83	83.0
Female	34	17	17	100.0
Age:				
25-35	134	67.0	67.0	67.0
36-45	48	24.0	24.0	91.0
46-55	16	8.0	8.0	99.0
55 and Over	2	1.0	1.0	100.0
Qualification:				
Bachelor	48	24.0	24.0	24.0
Master	128	64.0	64.0	88.0
MS	23	11.5	11.5	99.5
PhD	1	.5	.5	100.0
Job Status:				
Permanent	156	78.0	78.0	78.0
Contract	44	22.0	22.0	100.0
Ranks:				
Branch Manager	20	10.0	10.0	10.0
Operation Manager	19	9.5	9.5	19.5
Relationship Manager	20	10.0	10.0	29.5
Banking Service Officer	41	20.5	20.5	50.0
General Banking Officer	22	11.0	11.0	61.0
Operation Officer	32	16.0	16.0	77.0
Cash Officer	46	23.0	23.0	100.0

Table 2. Frequency of respondents

variable is changed. As per the table above, the value of B is .492, which indicates that if organizational politics is increased by one unit, it brings 49.2 units to change into job stress. The value of t is 5.372 the digits are greater than 2 and the significance value is below the required range of 0.05. Hence, it confirms the results that there is a significant relationship between organizational politics and job stress of the employees.

Hypothesis 2 (Mediation effects)
A. Job satisfaction mediates the relationship between organizational politics and job stress.

The table 6. shows the relationship between organizational politics and job satisfaction. This table also shows the 1% increase in organizational politics causes 38% increases to job satisfaction of the employees.

Model Summary				
I	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.357	1.27	.	.59302

Table 3. a. Predictors (Constant), OP_Average

ANOVA Table					
Model1	Sum of Squares	Df	Mean Square	F	Sign.
1 Regression	10.148	1	10.148	28.857	.000
Residual	69.631	198	.352		
Total	79.779	199			

Table 4. a. Predictor: (Constant), OP_Average
        b. Dependent Variable: Job Stress _Average

Coefficients Table					
Model	Un-standardized Coefficients		Standardized Coefficients		
	B	Std.Error	Beta	T	Sing.
1 (Constant)	1.881	.268		7.029	.000
OP _Average	.492	.092	.357	5.372	.000

Table 5. a. Dependent Variable: Job Stress_ Average

Model Summary				
I	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.388	.151	.142	.58641

Table 6. a. Predictors (Constant), Job Satisfaction_Average, OP_Average

ANOVA Table					
Model1	Sum of Squares	Df	Mean Square	F	Sign.
1 Regression	12.035	2	6.018	17.499	.000
Residual	67.744	197	.344		
Total	79.779	199			

Table 7. a. Predictor: (Constant), OP_Average
        b. Dependent Variable: Job Stress _Average

The ANOVA Table 7. reflects the fitness of the model. In the table, the regression sum of square value is less than the residual sum of square and the value of F is 17.499. The effects are significant and perceive the relationship of the model, which has achieved a fit.

B is the regression coefficient. It tells the change bought in a direct variable (DV) when one unit of the indirect variable is changed. As per the table above, the value of B for OP is 0.508, which indicates that if organizational politics is increased by one unit, it brings 50.8 units to change into job satisfaction. The value of t is 5.588,the digits are greater than 2 which indicate the model fitness and the significance value is below the required range of 0.05 and the value of B for Job Satisfaction is .187, it indicates that if job satisfaction is increased by one unit, it brings 18.7 units to change. The value of t is 2.342, the digits

Coefficients Table

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std.Error	Beta	t	Sing.
1 (Constant)	1.228	.385		3.191	.002
OP _Average	.508	.091	.368	5.588	0.000
Job Satisfaction Average	.187	.080	.154	2.342	.020

Table 8. a. Dependent Variable: Job Stress_ Average

Model Summary

I	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.73	.005	.000	.52151

Table 9. a. Predictors: (Constant), OP_Average

ANOVA Table

Model1	Sum of Squares	Df	Mean Square	F	Sign.
1 Regression	.287	1	.287	1.055	.306
Residual	53.850	198	.272		
Total	54.137	199			

Table 10. a. a. Predictor: (Constant), OP _Average
b. Dependent Variable: Job Satisfaction _Average

Coefficients Table

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std.Error	Beta	t	Sing.
1 (Constant)	3.493	.235		14.838	.000
OP _Average	-.083	.081	-.073	-1.027	.306

Table 11. a. Dependent Variable: Job Satisfaction_ Average

are greater than 2 which indicate the model fitness and significance value is greater than the required range 0.05. The result indicates that the hypothesis portrays an insignificant relationship between organizational politics and job satisfaction as per table 8. Therefore, the effect is not significant.

B. There is an insignificant relationship between organizational politics and job satisfaction. The result reveals that hypothesis 2 is rejected.

Table 9. discloses the relationship between organizational politics and job satisfaction. This table also reveals that 1unit increase in organizational politics causes 73 units to increase from job satisfaction of the employees. The ANOVA Table 10. above demonstrates that the model is not fit. In the table, the regression sum of square value is less than the residual sum of square and the value of F is 1.055, which discloses that the model is not fit or significant and does not explain the relationship.

B is the regression coefficient. As per the table above, the value of B is -.083, which indicates a negative relationship between organizational politics and job satisfaction. The value of t is -1.027 the digits are less than 2, which indicate the model unfitness value, and the significance values are greater than the required range of 0.05. Hence, the study confirms the hypothesis that there is no significant relationship between organizational politics and job satisfaction as per table 11. Tables 10. and 11. automatically rejected hypothesis No: 2 above, because the model turned out to be unfit with the F value <1.

Conclusion and Recommendation

Conclusion

This study has the profound potential to assist the management of banking sector for enhancing the relationship between organizational politics and job stress. It also focuses on the reduction of job stress and the job satisfaction from employees at workplace. This study reveals that organizational politics and job stress have significant positive impact. The present study have examined that there is no mediating effect on organizational politics and job stress due to job satisfaction.The literature review revealed that there is indeed an inference for a positive relationship between organizational politics and job stress and negative relationship between organizational politics and job satisfaction. It can be deduced that the increasing organizational politics escalates job stress in an organization. The study results

indicate that organizational politics and job stress is noticeably low in the banking sector and should concentrate on the causal factors to achieve good employees' performance. These two factors essentially result in the long term job satisfaction from employees and it also decreases the job stress level of employees which eventually help the management of the company for improving the overall performance of the organization. It is evidently manifested from the study that the mediating role of job satisfaction from employee is a significant factor. When employees feel that they are being treated fairly and their well-being matters are dealt with equitably in an organization, they are satisfied with the job. If employees are interested in creating a positive relationship to the company andthey would be inclined to go an extra mile in many ways. Both organizational politics and job stress are very significant factors of the employee's point of view. The underlying factors have the potential to affect the overall performance of the organization. Research suggests the human resource departments of the banking sector can address and reduce the job stress of the current and future organizational workforce.

Recommendation

The present study focused on different banks of district Peshawar, Khyber Pakhtunkhwa province of Pakistan. The scope of the contemporary research can be enlarged upon other cities of Pakistan. This research is unique to the sense, it considers the organizational politics and the job stress and the mediating role of job satisfaction from the banking sector consequently; it can be applied to the other economic factors as well. The object of this study is to facilitate the policy makers to decrease organizational politics by taking into consideration the most important factor- employee's job satisfaction from the banking sector. In addition, it will also assist the policy-makers to consider relevant factors such as employees' well-being by taking initiatives in order to contribute to their job satisfaction that will ultimately influence thejob stress. The study is further intended to educate the employee and the employer in order to understand the role of organizational politics; hence it facilitates the administrator of an organization by implementing sound policies and procedures; therefore, it prevents the organization of the negative effects of job stress.

References

Ahsan, N., Abdullah, Z., Fie, D., & Alam, S. (2009) "A study of job stress on job satisfaction among university in Malaysia: Empirical study",European Journal of social Sciences, Vol. 8No.1, pp. 121-131.

Armstrong, M. (1987),Human Resource Management a case of the emperor"s new clothes" personnel.

Aydin, B., & Ceylan, A. (2009)"The effect of spiritual leadership on organizational learning capacity", African Journal of Business Management, Vol.3,No.5, pp. 184-190.

Bacharach, S. (2005),Get them on your side: Win support, get results. La Crosse: WI: Platinum Press.

Baron, R., & Kenny, D. (1986)"The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations",Journal of Personality and Social Psychology, Vol.51,No.6, pp.1173-1182.

Block, P. (2016). The empowered manager: Positive political skills at work. John Wiley & Sons.

Bodla, M., & Danish, R. (2009)"Politics and workplace: An empirical examinationof the relationship between perceived organizational politics and work performance",South Asian Journal of Management, Vol.16,No.1, pp.44-62.

Borling, J., Dupre, K., & Kelloway, E. (2009)"Predicting workplace agression and violence",Annual Review of Psychology, Vol. 60, pp. 671-692.

Brayfield, A. H., &Rothe, H. F. (1951). An index of job satisfaction. Journal of applied psychology, 35(5), 307.

Cooper, C., Dewe, P., & Driscall, M. (2001) "Organizational Stress: A Review and Critique of Theory, Research and Application", USA: Newburg Park, CA.

Cropanzano, R., Howes, J., Grandey, A., & Toth, P. (1997),"The relationship of organizational politics and support to work behaviors, attitudes, and stress",Journal of Organizational Behavior, Vol. 18, pp. 159-180.

Daftawr, & Chitranjan, N. (1982)"Job attitudes in Indian management: A study in need deficiences and need importance", New Delhi: Concept Publishing Company.

Dawson, P. (1987)"Computer technology and the job of the first-line supervisors",New Technology, Work Employment, Vol. 30, No.12, pp. 47-59.

Dollard, Maurean, F., & Jacquee, M. C. (1999) "Psychological research, practice and production: The occupational stress problem",International Journal of Stress Management, October, Vol. 6No.4, pp. 241-253.

Drory, A. (1993) "Perceived political climate and job attitudes", Organizational Studies, Vol.14No.1, pp. 59-71.

Locke, E. A. (1976). The nature and causes of job satisfaction. Handbook of industrial and organizational psychology.

Fedor, D., Maslyn, J., Farmer, S., & Bettenhausen, K. (2008)"The contribution of positive politics to the prediction of employee reaction",Journal of Applied Social Psychology, Vol. 38, pp. 76-96.

Ferris, Adams, G., Kolodinisky, G., Hochwarter, R., & Ammeter. (2002)"Perception of organizational politics: Theory and research directions", Bingley, Uk.

Ferris, G. R., & Kacmar, K. M. (1992)"Perception of Organizational Politics",Journal of Management, Vol.18,No.1,pp. 93-116.

Ferris, G., & Kacmar, K. (1991)"Perceptions of organizational Politics",Journal of Management, Vol. 18, pp. 193-194.

Ferris, G., & King, T. (1991)"Politics in human resources decision: A walk on the dark side",Organizational Dynamics, Vol. 20, pp. 59-71.

Ferris, G., Arthur, M., Berkson, H., Kaplan, D., Herrell-Cook, G., & Frink, D. (1998) "Toward a social context theory of the human resource management-organization effectiveness relationship",Human Resource Management Review, Vol. 8,No.3,

pp. 235-264.

Ferris, G. R., Fedor, D. B., Chachere, J. G., & Pondy, L. R. (1989). Myths and politics in organizational contexts. Group & Organization Studies, 14(1), 83-103.

Ferris, G., Frink, D., Galang, M., Zhou, J., Kacmar, K., & Howard, J. (1994)"Perception of organizational politics: predictions, stress-related implications and outcomes",Human Relations, Vol. 48, pp. 49-82.

Gadot, E. V., & Drory, A. (2006)"Handbook of Organizational Politics", UK: Cheltenham Edward Elgar.

Hamer, C. W., & Dennis, O. W. (1978)"Organizational behavior and applied psychological approach", Texas,USA: Business Publication INC.Dallas.

Hussain, T., & Haque, M. (2011)"AVR Microcontroller implementation for customized sound generation",International Journal of Electrical and Computer Engineering, Vol. 2, No. 10, pp. 112-119.

Hussami. (2008) "International labour organization (ILO) psychosocial factors at work: Recognition and control occupational safety and health", series no:56, Geneva: International Labour Office.

ILO, W. (1986). Psychosocial factors at work: recognition and control. Occupational Safety and Health Series, 56.

James, D. (1996)"Forget downsizing, Now It's Participative Redesign",Bus. Rev.Weekly, Vol. 18No. 46, pp. 70-72.

Kachmar, K., & Ferris, G. (1991)"Perception of POPS: Development and construct validation",Journal of educational and Psychological measurement, Vol. 51, pp. 193-205.

Kacmar, K., & Andrews, M. (2001) "Discriminating among Organizational Politics, Justice and Support",Jouranal of Organizational Behaviour, Vol. 22,No.4, pp. 347-366.

Kacmar, K., & Carlson, D. (1997)"A further validation of the POPS: A multiple-sample investigation",Journal of Management, Vol. 23, pp. 627-658.

Karasek, & Robert, A. (1979) "Job demands, job decision latitude and mental strain: Implications for job redesign",Administrative Science Quarterly, June, Vol. 24, pp. 285-308.

Karen, C. (2015) "ORGANISATIONAL POLITICS: THE POSITIVE & NEGATIVE SIDES",European Scientific Journal, Vol.11No.1, pp. 123-129.

Keith, d., & J.W, N. (1989)"Human Behavior at work and Organizational behavior" New York: McGraw-Hill.

Khalid, S., & Irshad, M. (2010)"Job satisfaction among bank employees in Punjab, Pakistan: A comparative study",European Journal of Social Sciences, Vol. 17, No.4, pp. 570-577.

Kodisinghe, K. (2010)"Impact of Perceived Organizational Politics on Employees'Job Satisfaction in the Commercial Banking Sector of Sri Lanka",2nd InternationalConference of Business and Information, (pp. 2-10). Kuliyapitiya.

Lan, T., Bawm, T., & Pine, R. (2001)"Study of Managerial Job Satisfaction in Hong Kong's Chinese Restaurants",International Journal Cont. Hosp, Manage, Vol. 13,No.1, pp. 35-42.

Landsbergis, P. (1988). Occupational stress among health care workers: A test of the job demands control model. Journal of Organizational Behavior, 9, 217-239.

Lazarus, R. (1990)"Theory-based stress measurement",Psychological Inquiry, Vol.1, pp. 3-13.

Leka, S., Griffiths, A., & Cox, T. (2003)"Protecting Worker's Health", In WHO, Work, Organization and Stress (pp. 1-26). United States: Institute of work, health and organization University of Nottingham.

Lewin, K. (1936)"Principles of topological psychology", New York: McGraw-Hill.

Mahdad, A. (2006)"Industrial and Organizational Psychology", Tungle Institute.

Malik, N. (2011) "A study on occupational stress experienced by private and public banks employees in Quetta city",African Journal of Business Management, Vol.5, No. 8, pp. 3063-3070.

Maslach, C., Schaufeli, W., & Leiter, M. (2001)"Job burnout",Annual Rev. Psychology, Vol. 52,pp. 397-422.

Mayes, B., & Allen, R. (1977)"Towards a definition of organizational politics",Academy of Management Review, Vol. 2, pp. 672-678.

McVicar, A. (2003). Workplace stress in nursing: a literature review. Journal of advanced nursing, 44(6), 633-642.

Miller, B., M.A, R., & Kolodinsky, R. (2008)"Perceptions of organizational politics: A meta-analysis of outcomes",Journal of Bussiness and Psychology, Vol. 22,No. 3, pp. 209-222.

Mintzberg, H. (1983)"Power in and around organization", (E. C. NJ, & P. Hall, Eds.)

Mirza, S. S. (1996)"Human Resource Management", New Delhi: MCGraw-Hill Publishing Company Limited.

Mowday, R., Steers, R., & Porter, L. (1979)"The measurement of Organizational Comitment",Journal of Vocational Behavior, Vol. 14, pp. 224-247.

NIOSH. (1999)"Stress at work",Counnters for Disease, Control and Prevention, Vol. 26, pp. 99-101.

Nwagwu, C. (1997)"The environment of crisis in the Nigerian educaion system",Journal of Comparative Education, Vol. 33, No.1, pp. 87-95.

Ongori, H., & Agolla, J. (2008)"Occupational stress in organizations and its effects on organizational performance",J.Mana Res,Vol. 8, pp. 123-135.

Opeke, T. (2002) "Women and work in Nigeria problems and prospects", paper presented at the world's women congress. Uganda: Deartment of Gender Studies and Development.

Oshagbemi, T. (2000)"How satisfied are academics with their primary tasks of teaching research and administration and management",International Sustainable in Higher Education, Vol. 1,No. 2, pp. 124-136.

Oshagbemi, T. (2003)"Personal correlates of job satisfaction: Emperical evidence from UK universities",International Journal of Social Economics, Vol. 30, No.12, pp. 1210-1232.

Palmer, & Stephen. (2004)"A model of work stress, counselling at work", Winter. 5P.

Parker, C., Dipboye, R., & Jackson, S. (1995)"Perceptions of organizational politics: An antecedents and cosequences",Journal of Management, Vol. 21, No.5, pp. 891-912.

Parker, D. F., & DeCotiis, T. A. (1983). Organizational determinants of job stress.

Pearson, K. (1920)"Notes on the history of correlation",Biometrika, Vol. 13, pp. 25-45.

Pedhazur, E., & Schmelkin, L. (1991)"Measurement, design and analysis", New Jersey: Lawrence Erlbaum Associates.

Petrescu, A., & Simmons, R. (2008)"Human resource management practices and workers' job satisfaction", International Journal of Manpower, Vol. 29, No.7, pp. 651-667.

Pfeffer, J. (1981)"Power in Organizations", Boston: P:Ttman.

Putnam, L. (1995) "Formal negotiations: The productive side of organizational conflict", (A.M Nicotera: Conflicts and organization ed.).

Ram, N., Khoso, I., Shah, A., Chandio, F., & Shaikh, F. (2011)"Role conflict and Role Ambiguity as Factors in Work Stress: A case study of Manufacturing Sector in Pakistan",Asian Social Sciences, Vol. 7, No. 21.

Rao, S. P. (2000)"Essentials of Human Resource Management and industrial relations", Mumbai, India: Himalaya publishing House.

Robbins. (2005)"Organizational Behavior", (11 ed.). India: Prentice Hall.

Robbins, S. P., & Judge, T. A. (2008)"Organizational Bahavior", (12 ed.).

Rpbetr, K., Marie, M., & Mark, M. (2009) "HEALTH AND SAFETY EXECUTIVE",Management Standards and stress-related work outcomes, occupational medicine, Vol. 59, pp. 574-579.

Kotler (2000)"Satisfaction of employees"

Senk. (2008)"Relationship between job satisfaction & job stress amongst teachers and managers",Indian Journal of Industrial Relations, Vol. 44, No.1, pp. 14-23.

Sherry, & Rabi, B. (1992)"Organizational stress, job satisfaction and job performance: where do we go from here?",Journal of Management, Vol. 18, No.2, pp. 353-374.

Spector, P. E. (1997). Job satisfaction: Application, assessment, causes, and consequences (Vol. 3). Sage publications.

Srivastava, S. (2004)"Impact of laborwelfare on employee attitudes and job satisfaction",Management and Labor Studies, Vol. 29, No.1, pp. 31-41.

Suri, R., & Chhabra, T. (2000)"Managing human resource, techniques and practices", New Delhi: Vanity Books international.

Usman, & Ismail, R. (2010) "Impact of stress on employees job performance",A case study of banking sector of Pakistan, Vol. 2, No.1, pp. 122-126.

Valle, M., & Blake, (2001). The moderating effect of teamwork perception on organizational politics-job satisfaction relationship, The Journal of Social Psychology, Vol. 141, No.3, pp. 379-388.

Valle, M., & Witt, L. (2001)"The Moderating Effect of Teamwork Perceptions on the Organizational Politics-Job Satisfaction Relationship",The Journal of Social Psychology, pp. 141, No. 3.

Vigoda, E. (2003)"Developments in Organizational politics", Chellenham. Edward Elger.

Vigoda, E. (2000)"Organizational politics, job attitudes and work outcomes",Journal of Vocational Behavior, Vol. 57, pp. 326-347.

Vigoda, E. (2002) "Stress-Related Aftermaths to workplace politics: The Relationships among Politics, Job Distress and Aggressive Behaviour in Organisations",Journal of Organisational Behaviour, Vol. 23, No. 5, pp. 571.

Vigoda, G., & Talmud, I. (2010)"Organizational politics and job outcomes: The moderating effect of trust and social support",Journal of Applied Social Psychology, Vol. 40, No.11, pp. 2829-2861.

Vinokur-Kaplan, J. (1991)"Job satisfaction among social workers in public and voluntary child welfare Agencies",Child Welfare, Vol. 155, pp. 81-91.

Wanous, J., & Lawler, E. (1972)"Measurement and meaning of job satisfaction",Journal of Applied Psychology, Vol. 56, No.2, pp. 95-105.

Weissenberger, B. (2010, Feb 24). How to Win at Office Politics. Bloomberg. Retrieved on 22July 2017) https://www.bloomberg.com/news/articles/2010-02-23/how-to-win-at-office-politics.

Winning, D. A. (1978)"Handbook of Organizational Politics", (E. V. Gadot, & A. Drory, Eds.) New York.

Wright, J. (2007) "Stress in the workplace",A Coaching Approach at work, Vol. 28, pp. 279-284.

Xyrichis, A., & Lowton, K. (2008)"What fosters or prevents interprofessional teamworking in primary and community care? A literature review", International Journal of Nursing Studie, Vol. 45, No.1, pp. 140-153.

Authors

Rezwan Ullah
Department of Business Administration, Institute of Management Sciences, Hayatabad, Peshawar. Research interests are in the area of organization justice, organization citizenship behavior, employee trust, employee involvement effect, organizational politics, job satisfaction, job stressand discovering sources for forensic accounting education.
Email: rezwanullah1990@yahoo.com.

Syed Zubair Ahmad
Member Board, Islamabad Chapter, Association of Certified Fraud Examiner, Inc. USA.
Research interests encompass auditing and accountability, corporate finance and corporate responsibility, corporate governance, ethics, human resource management challenges, and forensic accounting (corruption, conflict of interests, whistle blowing, and money-laundering).
Email: syedzubairahmed@rocketmail.com