ORGANISATIONAL POLITICS - BEHAVIOURAL INTENTION OF BANK EMPLOYEES

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Abstract

The purpose of this article is to study the Behavioural Intentions of Banking Sector employees of Chennai. Strong literature review has identified Turnover Intention, Negligent Behaviour and Absenteeism as outcomes of organization politics due to influence of various independent variables like job attitude, job involvement etc on organizational politics. The researcher has made an attempt to study about turnover intention and absenteeism in order to give suggestions to the banking sector about the causes for the same in the organization. T-test has been done to find out the major reason contributing to the turnover intention & absenteeism and the results have been discussed.

Key Words: Organisational politics, behavioural intention, turnover intention, absenteeism

INTRODUCTION

Power is one's ability to influence other people. Influence is the process of affecting the person. When employees in an organization convert their power into action politics comes into existence. Those with good political skills have the ability to use their bases of power effectively. Politics relates to the ways people gain and use power. Thus, organizational politics means the use of power and influence in organizations. As Pericles wrote over 2500 years ago, "Just because you do not take an interest in politics doesn't mean politics won't take an interest in you." The consequences of these political events lead those involved to view organizational politics in their own way. Some, who may have been negatively affected by a political incident, perceive it to be a negative influence in organizations, while others, mostly those whose position was advanced by political means, view it as a useful tool in an organization (Ferris & Kacmar, 1992). Since people act upon their perceptions of reality, recognizing and understanding employees' perceptions of politics is of importance to organizations (Lewin, 1936; Porter, 1976).

The perceptions individuals hold about the political nature of their work environment influence the way they do their jobs. These perceptions affect how employees feel about their company, boss, and co-workers, and they impact the productivity, satisfaction, and **intent to turnover of the workers** (Ferris & Kacmar, 1992). Individuals' perceptions about politics in the organization also determine how political the environment will be. If employees perceive that others get ahead by acting politically, these individuals will be more likely to engage in political behaviors themselves (Ferris, Fedor, Chachere, & Pondy, 1989). Therefore, organizational culture is influenced by the degree of political activity found in an organization and how the employees in that organization react to these activities. Although perceptions of organizational politics play an important role in the organization, relatively little is known about this process (Ferris, Russ & Fandt,1989).Given the pervasiveness and importance of organizational politics in the workplace, this phenomenon needs to be examined more extensively. Knowledge gathered from organizational politics research will enable managers better to understand, predict and manage political behaviors encountered in organizations. Therefore keeping in view the importance of organizational politics the researcher has made an attempt to study about the outcomes of organizational politics in banking sector – Chennai. The researcher's strong inclination is to provide suggestions to

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the banking sector employees about the outcomes of organizational politics and its subsequent impact on the organizational effectiveness. Organisational Politics has emerged as an important variable in organizational research. It has drawn the attention of management scientist and organizational psychologists. This variable is being studied with different perspective in the organization.

The earliest comprehensive definition was provided by Mayes and Allen (1977) which is as: "Organizational politics is the management of influence to obtain ends not sanctioned by the organization or to obtain sanctioned ends through non-sanctioned influence means." Sue Jones(1978), University of Bath, in "Organisational politics – only the darker side?" defines politics as "the actions which persons undertake in pursuit of certain personally significant outcomes to influence others whom they see as having the power of various kinds to facilitate or hinder those outcomes and also different and potentially conflicting concerns to their own". According to Mangham 1979; politics is the struggle of reasonable men to have what they consider to be right and proper prevail. More specifically political behavior is defined as organizationally non-sanctioned behavior (e.g., Ferris, Russ and Fandt, 1989; Gandz and Murray, 1980; Porter, Allen and Angle, 1981) which may be detrimental to organizational goals or to the interests of others in the organization (e.g., Ferris et al., 1989; Gandz and Murray, 1980; Porter et al., 1981).Organizational politics refers to behaviors "that occur on an informal basis within an organization and involve intentional acts of influence that are designed to protect or enhance individuals' professional careers when conflicting courses of action are possible" (Drory, 1993; Porter, Allen, & Angle, 1981). Pfeffer (1981) for instance, defines politics as a social function that can contribute to the basic functioning of organisations. Politically motivated behaviours are "those activities that are not required as part of one's formal role in the organization, but that influence or attempt to influence, the distribution of advantages and disadvantages within the organization"; (Farrell & Peterson, 1982, p.405). Mintzberg (1983) refers

to OP as being informal, parochial, and illegitimate behavior that is intended to displace legitimate power (p. 172). Mintzberg (1983) defined it as "behaviour outside of the legitimate systems of influence…..pitting individuals or groups against the organisation at large or against each other". (Vredenburgh and Maurer, 1984); Political behavior can be defined by the nature of the act or by people's perceptions of what is political. Ariss(1985,p 707) suggested that Organisational Politics consists of intentional acts of influence undertaken by individuals or groups to enhance or project their self-interest when conflicting courses of action are possible. (Drory and Rom, 1988; Kacmar et al., 1999); Political behavior in organizations is mostly covert and subject to differences in perception and people's attitudes and behaviors are determined mostly by their perceptions of reality and not reality per se (Lewin, 1936). (Ferris et al, 1989) define organisational politics as behaviour strategically designed to maximise the self-interests of individuals, behaviour that thereby conflicts with the collective organisational goals or the interests of other individuals. Pfeffer(1992, p.30) defined politics as the processes, the actions, the behaviors through which potential power is utilized and realized. (Morgan 1998); the idea of politics stems from the view that where interests are divergent, society should provide a means of allowing individuals to reconcile their differences through consultation and negotiation. Kacmar and Baron (1999) offered the following definition: "organizational politics involves actions by individuals, which are directed toward the goal of furthering their own self-interests without regard for the well-being of others or their organization" (p. 4). Dubrin, (2001); defined organizational politics as informal approaches to gaining power through means other than merit or luck.

THEORETICAL BACKGROUND

Drory and Romm (1988) In fact, the Drory and Romm study found that employees' perception of politics are dependent upon circumstances and that as circumstances or elements of a situation vary so do perceptions regarding the politics. The study concludes that perception of

politics is shaped by a set of circumstances that are defined by the employee.

Gerald R.Ferris, K.Michele Kacmar (1992) empirically tested the model of Organisational politics proposed by ferris, Russ & fandt and refined analysis of antecedents and consequences of politics perception. The study aimed to develop a concise, global measure of organizational politics perception**. Multiple regression analysis** was used to test the four predictors of organizational politics perception were found as Job Autonomy, Skill Variety, Feedback and Advancement opportunity. The outcomes Job involvement & Satisfaction were influenced by OP perceptions. Conceptualization revealed that OP is influenced by Organisational, environmental & personal factors and in turn influences the organizational outcomes such as job involvement, Job anxiety, job satisfaction and withdrawal from the organization.

Drory (1993) designed the Political Climate Scale for use in a study of 200 employees. He hypothesized that two factors impact one's perception of organizational politics: satisfaction with superior and satisfaction with co-workers. His rationale was that, employees who have access to sources of organizational power and status, are in a position to take advantage of the political game and to gain a greater share of organizational benefits than they formally deserve. Consequently, they may not consider OP as necessarily undesirable or detrimental to their own interests. Low status employees, on the other hand, who are not in a position to benefit from a political decision-making style are more likely to feel disadvantaged in a prevailing political climate. Their attitudes toward their work situation are therefore more likely to be negatively affected (p. 63). Drory's results supported his hypothesis.

Patricia A.Wilson (1995) investigated the effects of power and politics on organizational commitment. **Pearson's Product moment correlations and stepwise regression analysis** were used in this research. Politics and power

were discovered to have a significant effect on the organizational commitment of executives.

Gerald.R.Ferris, Dwight.D.Frink, Dharm.P.S.Bhawuk, Jing Zhou, David.C.Gilmore (1996) focused on whether diverse groups react differently to politics in the workplace as a function of understanding. **Moderate Regression analysis** was used to test statistically. Understanding moderated the relationship between dimensions of politics perceptions and employee reactions for white males but not for racial/ethnic minorities as hypothesized. The results for white females were mixed with significant moderating effects of understanding found for the co-worker political behavior- outcomes relationships, and for the political organizational policies and practices-outcomes relationship.

Gerald.R.Ferris, Dwight.D.Frink (1996) studied Politics as a potential source of stress in the work environment. Zero-order correlation and T-Test was used for analysis. This study was considered as full attempt to fully test all linkages in the model of politics perceptions. It fully developed the notion of organizational politics as a source of stress in the work environment and how it impacts on psychological strains of individuals.

K. Michele Kacmar, Dawn S. Carlson (1997) although political behavior in organizations is ubiquitous, measuring it is often difficult. In one attempt to create such a measure, Kacmar and Ferris (1991) developed and evaluated the psychometric properties of the Perceptions of Politics Scale (POPS). Later, Nye and Witt (1993) examined the dimensionality of POPS and its construct validity by comparing it with the Survey of Perceived Organizational Support (SPOS; Eisenberger, Huntington, Hutchison & Sowa, 1986). The study extended these previous studies by using structural equation modeling to evaluate the dimensionality, reliability, and validity of POPS across three different studies utilizing nine different samples for a total of 2758 respondents. Results suggested that some of the original POPS items were ineffective and needed to be removed or replaced. Hence, some

of the original items were deleted and additional items were generated and tested to produce a refined and revised version of POPS. Structural Equation Modeling Analysis and Exploratory Factor Analysis were used for data analysis.

Wayne.A.Horchwarter, Pamela.L.Perrewe, Gerald.R.ferris Rachel Guererio (1999) conceptualized Organizational commitment and tested as a moderator of the relationship between perceived politics and the outcomes of intent to turnover and job tension using Moderate **Multiple Regression Analysis** found that the positive relationship between organizational politics and job tension decreased as organizational commitment increased and the positive relationship between organizational politics and intent to turnover decreased as organizational commitment increased.

Eran Vigoda (2000) aimed to promote understanding of employees' reactions to organizational politics. The relationship between perception of organizational politics, job attitudes, and several other work outcomes was examined among 303 public sector employees in Israel. Perception of organizational politics was found to have had a negative relationship with job attitudes (e.g., job satisfaction and organizational commitment), a positive relationship with intention to leave the organization (exit), and a stronger positive relationship with negligent behavior (neglect). The research hypotheses were tested by **multiple standard and hierarchical regressions.** This study has accomplished several goals which can be marked as making a significant contribution to the field: (1) exploring the relationship between perceptions of organizational politics, job attitudes, exit, neglect, and job performance; (2) illuminating the special role of OP in traditional public systems and its implications for employees as well as for citizens/ customers; (3) utilizing a non-American setting to allow a cross-cultural examination of OP.

Martha.C.Andrews, L.A.Witt and K.Michele Kacmar (2001) examined the moderating effect of exchange ideology on the relation between perception of organizational politics and manager ratings of retention. Data collected from 178 employees of a distribution services organization was analysed using **moderated multiple regression analysis** and results indicated that employee's perceptions of organizational politics related negatively related to manager assessments of retention.

EranVigoda (2002) examined in light of the growing theoretical and practical interest on organizational politics, especially its probable impact on work outcomes, 2 stress-related aftermaths of influence and politics in organizations. The research pursued the idea that workplace politics may have on long-range impact on employees' job distress and aggressive behavior in and around organizations. Three samples were used to examine direct and indirect/mediating relationships among the research variables. Findings showed that: 1. Job distress was an immediate response to organizational politics across the 3 types of organization. 2. Job distress proved a possible mediator between organizational politics and aggressive behavior as enacted by the employees themselves. Correlation analysis, Multiple regression analysis and hierarchical regression analysis were used for analysis.

Wayne A.Horchwarter (2003) conducted a study to examine the moderating effects of negative (NA) and positive affect (PA) on the perceptions of politics–job satisfaction relationship. The politics perceptions literature has historically failed to determine the impact of dispositional factors. It was hypothesized that individuals high on both NA and PA would report lower job satisfaction scores when politics were perceived to be high. In Study 1, data gathered from 752 employees of a large university in the southeastern United States confirmed these hypotheses. In Study 2, 311 full-time employees representing a wide array of occupations provided support for the PA×politics perceptions interaction, but not for the NA×politics perceptions interaction. **One factor test and Corelation & Regression analysis** were used for data analysis.

Samuel Aryee, Zhen Xiong Chen and Pawan.S.Budhwar (2004) examined the relationship between organizational politics and

procedural justice using the data obtained from a manufacturing firm & a newspaper firm in India. **Structural equation modeling** was used and results revealed that formalization & participation in decision making were positively related to procedural justice but negatively related to organizational politics.

Eran Vigoda-Gadot and Danit Kapun (2005) empirically examined the relationship between organizational politics and perceived employees' performance across two separate settings: the private sector and the public sector. The hypotheses were tested on the level of politics in private and public sector (the result was identified to be public sector); impact of POP on job attitudes(job satisfaction and organizational commitment); impact of POP, Job attitude on job distress and job burnout; impact of all on turnover intensions, negligent behaviour and absenteeism. The theoretical model was tested using an **SEM (Structural Equation Modelling).** The study revealed that prove higher in the public than in the private sector.

Kenneth.J.Harris, Martha.C.andrews & K.Michele Kacmar (2007) explored the effect of distributive and procedural justices on the relationships between perceptions of organizational politics and turnover intentions and job satisfaction using **Hierarchical moderated Regression analysis** found that the politics––turnover intentions and politics––job satisfaction relationships were weaker when perceptions of both forms of justice are high. Further, politics is the most important when the distribution of outcomes was unfair (distributive justice) as opposed to when procedures were unfair (procedural justice). Research suggests that perceptions of organizational politics consistently result in negative outcomes for individuals.

Ranida B.Harris, Kenneth J.Harris and Paul Harvey (2007) the research aimed to distinguish between perception of organizational politics and perceived organizational support. The authors investigated these competing models in an organizational sample of 148 employees from a water-management district office. **Correlation and Hierarchical Regression Analysis** were used to analyse the data collected and the results showed that Perception of Organisational politics and Perceived organizational Commitment were related to each other and to 5 outcomes : Job Satisfaction, Pay Satisfaction, Job strains, Role Conflicts and Turnover Intentions.

Brian K. Miller A. Matthew A. Rutherford /Robert W. Kolodinsky (2008) In an effort to better understand the relationship between perceptions of organizational politics and key outcomes, the authors applied **meta analysis** on 79 independent samples from 59 published and unpublished studies involving 25,059 individual participants. Results indicate strong negative relationships between POP and job satisfaction and between POP and organizational commitment, moderately positive relationship between POP and the outcomes of job stress and turnover intentions, and a non-significant relationship between POP and in-role job performance. Moderator tests show that age, work setting (i.e., public sector or private sector), and cultural differences (i.e., domestic sample or international sample), have contingent effects on certain POP relationships.

Rozhan Othman (2008) examined how justice is related to other antecedents of perception of organisational politics and how this relationship affects intention to quit. This study used mailed survey. This study shows that justice is an important element in developing trust. Justice, especially procedural justice and interactional justice, is something that is directly shaped by a manager's behaviour. Ensuring justice can help foster trust and reduce POP. On the other hand, injustice and the subsequent lack of trust is more likely to erode cohesiveness. This in turn will more likely lead to political behaviour and adverse consequences such as a high quit rate among employees.

June M L Poon (2003), tested a model that examined psychological (i.e. job stress), attitudinal (i.e. job satisfaction), and behavioral (i.e. turnover intention) outcomes of perceptions of organizational politics and used situational

variables for predicting perceptions of organizational politics. The major measures for the study were perceptions of organizational politics, job ambiguity, scarcity of resources, trust climate, job stress, job satisfaction and turnover intention. This study examined the antecedents and consequences of perceptions of organizational politics. The finding that job ambiguity, along with scarcity of resources, positively predicts perceptions of organizational politics is consistent with the predictions of theoretical models of perceptions of organizational politics as well as with the findings of past research relating these variables. Trust climate was also found to have predictive effects on perceptions of organizational politics. This study is among the first to link employees' perceptions of the level of trust in their workplace with perceived organizational politics and its outcomes. Finally, as expected and in line with the findings of other researchers, this study found perceptions of organizational politics to have psychological and attitudinal consequences for employees in the form of job stress, job satisfaction and turnover intention. In sum, the present findings suggested that employees will perceive their work environment to be politically charged if they believe that: they lack information about job objectives, job responsibilities, and outcomes of job performance; resources are limited in their workplace; and trust levels are low among organizational members.

Hsing-Chu Chen, Cheng-I Chu, Ying-Hui Wang, Ling-Chu Lin(2008) , "Investigated the factors that affect employee's turnover intentions .The results showed that distributive justice, workload, resource inadequacy, supervisory support, kinship support, and job satisfaction were again proven to be highly associated with intent to stay/leave an organization".

Gloria Harrell-Cook, Gerald R Ferris, James H Dulebohn(1999), investigated the complexities involved in the relationships between perceptions of politics and work outcomes by examining the effects of political behavior on that relationship. It is suggested that political behavior may serve as a form of control or as a mechanism for coping with highly political organizational environments perceived by individuals to be aversive. It is hypothesized that increased exercise of self-promotion ingratiation behaviors will mitigate the negative effects of perceptions of **organizational politics** on those specific outcomes. Significant effects are found for ingratiation; however, they are opposite to those proposed for the perceptions of **organizational politics**.

The review of literature richly interacts with the varying definitions of organizational politics as well as employee perceptions of environments which are viewed as political. Antecedents and consequences along with mitigating factors are also well researched and discussed in the literature. Interestingly, absent from the current research and resulting literary discourse is a treatment of the phenomenon of Absenteeism as a frequent outcome of organizational politics. However review above clearly shows the importance of Turnover Intention as an outcome of Perception of organizational Politics.

SIGNIFICANCE OF THE STUDY

The banking industry at present is under a transition period owing to the enunciation of the policy of economic liberalization by the Government of India. In the wake of liberalization, the banking industry is thrown open to the benefit of all sectors of the economy. Organisation politics is a growing concept. It has tremendous relevance to a service sector like banking. Human input is the single largest input that goes into the banking industry. The level of efficiency/productivity of this input is reflected in the quality of service offered by bank employees to their customers and also in their ultimate growth, productivity, and profitability. Hence, the banks today emphasize on organisation development in terms of handling power and politics.HRD in a growing economy like India is the need of the hour and undoubtedly, banking sector is the most effective instrument for India's economic development; hence developing human resources for this sector has become essential to achieve the national objectives The researcher has made an attempt to study about the behavioural intentions of organizational politics like turnover intention and absenteeism.

STATEMENT OF THE PROBLEM

Organisation politics acquires a special meaning in the banking industry due to a host of factors. Banking is a labour-intensive industry. As such, the quality of banking services and the objectives in achieving the socio-economic goals are highly dependent on the employees who deliver the services. In addition, client development involves total involvement of the employees in the process of rendering service. Thus, the existence of a political climate within will irresistibly be the central and to swerve from it is to destroy the fabric of banking itself. Despite the fact that commercial banks are one of the biggest employers in the country and have been working as public sector undertakings since 1969, studies dealing with Organisational Politics in commercial banks in India are scanty. Nevertheless, there are a few studies, dealing with the various aspects of human resource management/development in banks. The research problem centers on prying the behavioural intentions of organization politics by studying the politics itself.

OBJECTIVES OF THE STUDY

▪ To identify the factors influencing organizational politics and therefore its behavioural intentions in select Public and New Private Sector Banks in Chennai.

▪ To Analyse the reasons for behavioural intentions of the bank employees.

▪ To give suggestions to the Banking sector about the Employee Exit Intention in order to reduce the turnover of employees.

METHODOLOGY

Eran Vigoda-Gadot and Danit Kapun in his study "Perceptions of politics and perceived performance in public and private organisations: a test of one model across two sectors" has created and tested a research model and suggested a generic analysis of the organisational politics-performance relationship. Based on previous studies, the model argues that organizational politics is directly related to job attitudes such as job satisfaction and organisational commitment, but that these attitudes also correlate with job distress and, at a later stage, also has an impact on job burnout. In addition, the model suggests that turnover intentions, negligent behaviour and, finally, absenteeism may well present other outcome variables of such intra-organisational political activity. The researcher has referred to the same model and has considered the behavioural intentions such as turnover intention and absenteeism for the current study. The researcher has tested Turnover Intention and Absenteeism as outcomes of organizational politics.

The methodology of the study is based on the primary as well as secondary data. The study depends mainly on the primary data collected through a well-framed and structured questionnaire to elicit the well-considered opinions of the respondents. The study is confined to a few selected Public and New Private Sector Banks in Chennai. The researcher has taken 8 PSBs and 5 NPSBs located in Chennai City.

Multi-Stage Random Sampling Method was used in the study to select the sample. A **multistage random sample** is constructed by taking a series of simple random samples in stages. In a multistage random sample, a large area, such as a country, is first divided into smaller regions (such as states), and a random sample of these regions is collected. In the second stage, a random sample of smaller areas (such as counties) is taken from within each of the regions chosen in the first stage. Then, in the third stage, a random sample of even smaller areas (such as neighborhoods) is taken from within each of the areas chosen in the second stage. If these areas are sufficiently small for the purposes of the study, then the researcher might stop at the third stage. If not, he or she may continue to sample from the areas chosen in the third stage, etc., until appropriately small areas have been chosen-Valerie J. Easton and John H. McColl's Statistics Glossary v1.1). Similarly in this study out of the whole country Chennai is chosen as the first step, In Chennai whether public sector or private sector bank is the next

stage of random sampling and in which level within private or public sector bank is the third step of random sampling.

A total of 120 questionnaires have been distributed and out of which 60 from PSBs and 60 from NPSBs were received. After the scrutiny of these questionnaires, 8 questionnaires from PSBs and 12 questionnaires from NPSBs were rejected on account of incomplete responses. Finally, 100 completed questionnaires were used for the present study.

INSERT FIGURE-1 HERE

RESEARCH MEASURES- BEHAVIOURAL INTENTIONS OF ORGANISATIONAL POLITICS

Turnover Intention - This variable was measured according to Farrell and Rusbult (1992) who defined turnover-exit as job movement within and across organizational boundaries, as well as by a variety of cognitive activities that preceded leaving. This behavior includes intentions of searching for a different job and thinking about quitting. A six-item scale was used, and respondents were asked to report how much they agreed with the items). This scale was previously tested by Eran Vigoda-Gadot & Danit Kupan (2005) and found valid & Reliable. It was measured on a Likert's 5 point scale ranging from strong agree, Agree, Neutral, Disagree and Strongly Disagree. Its Cronbach's Alpha Co-efficient Reliabilty Score was tested and found as 0.815. The Items used were "I often think about quitting", "I will probably not stay with this organization for much longer", "Lately, I have taken an interest in job offers in the newspaper", "I sometimes put in less effort in my work than I know I can", "Sometimes I postpone important duties for an unlimited period of time", "I do not work hard in my job".

Absenteeism is a habitual pattern of absence from a duty or obligation. Traditionally, absenteeism has been viewed as an indicator of poor individual performance, as well as a breach of an implicit contract between employee and employer; it was seen as a management problem, and framed in economic or quasi-economic terms. More recent scholarship seeks to understand absenteeism as an indicator of

psychological, medical, or social adjustment to work. This variable was measured using one item "I take leave from my work" (likert's 5 point scale with options Never, Rarely, Some. Respondents were asked to report how many working days they had missed in a year. This scale was previously tested by Eran Vigoda-Gadot & Danit Kupan (2005) and found valid & Reliable. It was measured on a 5 point scale ranging from Never, Rarely, Sometimes, Often and Always. Its Cronbach's Alpha Co-efficient Reliabilty Score was tested and found as 1.000.

FINDINGS

A T-test was done to test the above 6 items and the results derived were as follows. **One sample t-test** was used to know the mean difference between the sample and the known value of the population mean. In one sample t-test, the population mean is known. A random sample is drawn from the population. .Then the sample mean is compared with the population mean and a statistical decision is made as to whether or not the sample mean is different from the population.

A Parametric approach to determine the opinion of bank employees pertaining to turnover attention

INSERT TABLE-1 HERE

The researcher has done T-test to find the major behavior intention of the employee based on Turnover Intention. The highest mean value shows that the respective item reflects the employee opinion about turnover intention.

From the table 1 it is found that the mean values range from 2.79 to 3.38 and the respective standard deviations also show the consistency of the opinion. The t-values (0.913, 0.913,-1.952, 0.171, 4.743,-.085) are statistically significant at 5% level. The significant t-test values and the respective mean values between 3 and 4 (**Q1-3.1100, Q2-3.1100, Q4- 3.0200, Q5-3.3800)** indicated that the bank employees moderately felt like quitting or not staying with the organization for longer time. They also contributed lesser than usual and postponed important duties for unlimited period of time. The significant t-test values and the respective

mean values between less than 3 (Q3-**2.7900, Q6-2.9900)** indicated that the bank employees sometimes showed rare interest in job offers and therefore did not work hard at work. The above table also shows that high level of quitting intention did not exist in the organizations although organization politics existed in organizations.

Turnover Intention has been tested an outcome variable in various studies conducted by Anderson 1994, Cropanzano et al 1997,both studies, Hochwarter et al., 1999, Kacmar et al., 1999, Maslyn & Fedor, 1998, Randall et al.,1999 . In all the studies a positive relationship exists between Organisational politics. It implies that even a moderate feeling of "intention to quit" leads to the employees' turnover from organizations. However the question item no 5 "Sometimes I postpone important duties for an unlimited period of time" has the highest mean (**3.3800)** value perceived as an intention of Turnover. It implies that turnover intention will obviously increase the lethargic feeling of employees thereby leading to negligent behavior, carelessness etc. Items 2 and 3 (I will probably not stay with this organization for much longer, Lately, I have taken an interest in job offers in the newspaper) with the next high mean value (**3.1100)** shows that the employees might leave the organization anytime and his feeling to search for a better job will decrease involvement level at the current job. Therefore the banks being a financial backbone of our country has to give a sky-scraping importance to the above factors in array to reduce the turnover intention and therefore the retention rate in the banks in order to provide a quality service to the customer and the society.

<div align="center">**INSERT TABLE 2 HERE**</div>

From the table 1.2 it is found that the mean value is 3.68 and the respective standard deviations also show the consistency of the opinion. The t-value 7.576 is positive and is statistically significant at 5% level. The significant t-test values and the respective mean value indicated that the bank employees sometimes take leave from work.

Absenteeism is because of the negligent behavior that sets in the banks because of Turnover Intention. Though it has been tested using one item the result shows that the employees do have a moderate intention to report absenteeism and sometimes absenteeism increases in the organizations. However Gilmore et al., 1996 has found a insignificant relationship between organizational Politics. (Eran Vigoda-Gadot and Danit Kapun, 2005) in their study "Perceptions of politics and perceived performance in public and private organisations: a test of one model across two sectors" have found a negative relationship between Organisational Politics and Absenteeism. It implies that absenteeism affects the work and the routine functioning of the banks, but it may not cause a serious impact as that of Increased Turnover in an Organisation. There is a definite need to disallow the turnover intention or to find reasons for the turnover intention to care for the employees thereby absenteeism may be reduced. Though previous studies shows an insignificant relationship between organizational politics and absenteeism the very slight intention of self reported absenteeism should be viewed seriously by the banks in order to provide a quality service to the society.

CONCLUSION

Hirschman (1970) suggested the option of exit (leaving the organisation) as a possible destructive reaction to decline in organisations. This behaviour differs substantially from other, more constructive traits, such as voice (intention to stay and fight for one's beliefs and occupational goals) and loyalty (willingness to adjust and comply with the current environment).A study by Ferris and Kacmar (1992) proposed several responses to organisational politics that "appear similar in nature to Hirschman's (1970) exit, loyalty and voice" (p 97). Cropanzano et al (1997) argued that individuals who perceive the organisation as political in nature, inequitable in its behaviour, or promoting the aspirations of only its powerful members may be encouraged to leave it physically and also psychologically. Politics in the workplace can cause the

disengagement or the psychological withdrawal of individuals as employees. While they may be physically present in the workplace, their minds are elsewhere. Lastly, little evidence exists as to the relationship between organisational politics and employees' absenteeism. However, a study by Gilmore et al (1996) supported the notion that under the moderating effect of lower tenure, internal politics indirectly causes higher rates of absenteeism.Highly consistent results have occurred in studies that related overall job satisfaction to absenteeism. In all but a few studies overall job satisfaction has been found to be negatively related to absenteeism. There appears to be clear evidence that absenteeism and turnover are related at the individual level of analysis. Every study reported a positive degree of relationship between the two variables, with the exception of the study by White (1960) who found differential findings for different measures of absenteeism. The results indicate that there is a progression of behavioral withdrawal from absenteeism to turnover. Research relating work unit size to absenteeism has been very consistent: the larger the work group, the greater the absenteeism. Several studies have shown that employee attendance is better in those jobs that offer a greater degree of autonomy and responsibility. The vast majority of studies relating organizational factors and absenteeism have involved blue-collar workers. Relatively little is known about how these variables affect the absenteeism of white-collar workers.

From the Extensive literature review on organizational politics various studies have identified Job Satisfaction, Job Involvement and organizational commitment as the usual determinants and Turnover Intention, Negligent Behaviour & Abesenteeism as its outcome variables. Therefore the researcher has made an attempt to test the outcome variables of organizational politics caused because of the mentioned influencing factors. Certain studies have also been quoted wherever the outcome variables have been already tested with respect to organizational politics. A six item scale was used to test the turnover intention in banking sector in this current study. The six items were six different problems that causes turnover in the banks. The most important reason was

found using the T-Test showing highest mean value in the analysis discussed. The behavioural outcome was to "postpone duties for an unlimited time" due to turnover intention.

This research is an attempt to uncover the linkage between politics and the bahavioural intention of bank employees from Indian context and thereby will give valid suggestions to the banking sector of the popular metropolitan Chennai city. The items used in this study are basically the behavioural outcomes due to turnover intention of employees and absenteeism. The banking sector has to identify the reasons for such behavioual changes and should take steps to resolve the problems as quickly as possible in order to avoid increased turnover in organization.

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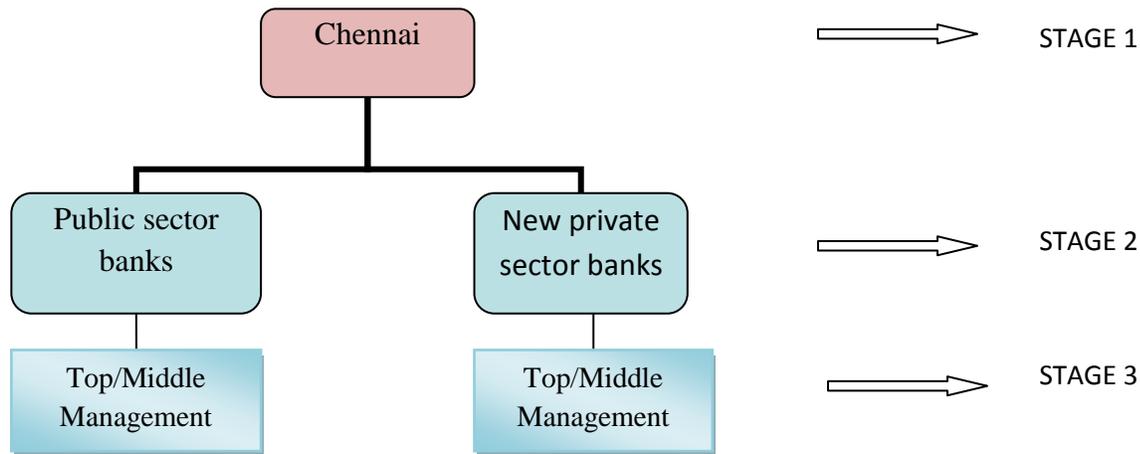www.madrastimes.com

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FIG 1: MULTISTAGE SAMPLING

Table-1 A T-Test to ascertain the Turnover Intention in Banks

		N	**Mean**	Std. Deviation	Std. Error Mean	**t-test**	SIG
Q1	I often think about quitting	100	**3.1100**	1.20517	.12052	**.913**	.364
Q2	I will probably not stay with this organization for much longer	100	**3.1100**	1.20517	.12052	**.913**	.364
Q3	Lately, I have taken an interest in job offers in the newspaper	100	**2.7900**	1.07586	.10759	**-1.952**	.054
Q4	I sometimes put in less effort in my work than I know I can	100	**3.0200**	1.17189	.11719	**.171**	.865
Q5	Sometimes I postpone important duties for an unlimited period of time	100	**3.3800**	.80126	.08013	**4.743**	.000
Q6	I do not work hard in my job	100	**2.9900**	1.17632	.11763	**-.085**	.932

Table 1.2   A T-Test to ascertain the Absenteeism in Banks

		N	Mean	Std. Deviation	Std. Error Mean	t-test	SIG
QH 1	I take leave from my work	100	3.6800	.89758	.08976	7.576	.000