



**DIPLOMA**

**THESIS**

Effect of Workplace Politics in Multicultural Organizations  
in India

**STUDY DEGREE PROGRAMME**

Innovation Project Management

**THESIS SUPERVISOR**

Prof. Vincent Blaise Montenero

Sandeep Kumar

Saggam

**2023**

## I. Personal and study details

Student's name: **Saggam Sandeep Kumar** Personal ID number: **505978**  
Faculty / Institute: **Masaryk Institute of Advanced Studies**  
Department / Institute: **Institute of Management Studies**  
Study program: **Innovation Project Management**

## II. Master's thesis details

Master's thesis title in English:

**Effect of Workplace Politics in Multicultural Organizations in India**

Master's thesis title in Czech:

**Vliv politik na pracovišti v multikulturních organizacích v Indii**

Guidelines:

The purpose of this research is to assess the impact of workplace politics on employee satisfaction. Even if the student will interview Indian companies, the method he will use can be tested later in other countries.

Since the Covid-19 crisis, the theme of employee satisfaction has become a central element of research on business organization.

This action should also pave the way for university cooperation in India.

Content: Introduction, Research on workplace politics and employee satisfaction; Methodology; Multicultural companies in India; Findings; Conclusion; Limitation and New research avenues.

The student will use a mixed research method based on surveys to employees and semi-directive interviews of managers.

Bibliography / sources:

1. Jack Godwin PhD, The Office Politics Handbook- Wining the game of power and politics at work, 2013, Career Press & ISBN - 978-1-60163-279-1.
2. Mauricio Goldstein, Philip Read, Games at Work - How to Recognize and Reduce Office Politics, 2009, Jossey-Bass & ISBN- 978-0-470-26200-9
3. Niven Postma, You Can't Sit Out Office Politics, Harvard Business Review, 2021 (<https://hbr.org/2021/07/you-cant-sit-out-office-politics>)
4. Mamta Sharma, Politics at the workplace: What leaders need to do for a positive organizational culture, hr.economictimes, 2021 (<https://tinyurl.com/3k6a7s7c>)

Name and workplace of master's thesis supervisor:

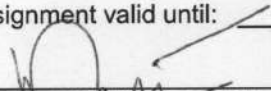
**Vincent Blaise Montenero, Ph.D. Masarykův ústav vyšších studií ČVUT v Praze**

Name and workplace of second master's thesis supervisor or consultant:

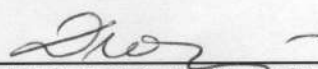
Date of master's thesis assignment: **09.12.2022**

Deadline for master's thesis submission: **27.04.2023**

Assignment valid until:

  
Vincent Blaise Montenero, Ph.D.  
Supervisor's signature

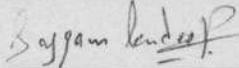
  
Ing. Dagmar Skokanová, Ph.D.  
Head of department's signature

  
prof. PhDr. Vladimíra Dvořáková, CSc.  
Dean's signature

## III. Assignment receipt

The student acknowledges that the master's thesis is an individual work. The student must produce his thesis without the assistance of others, with the exception of provided consultations. Within the master's thesis, the author must state the names of consultants and include a list of references.

27/04/2023  
Date of assignment receipt

  
Student's signature

SAGGAM, Sandeep Kumar. "Effect of Workplace Politics in Multicultural Organizations in India". Praha: CTU 2023. Diploma thesis. Czech Technical University in Prague, Masaryk Institute of Advanced Studies.

## Statement

I declare I have accomplished my final thesis by myself and I have named all the sources used in accordance with the Guideline on ethical preparation of university final theses.

I have no relevant reason against using this schoolwork in the sense of Act No. 121/2000 Coll. on Copyright and Rights Related to Copyright and on Amendment to Certain Acts (the Copyright Act).

In Prague, 27/04/2023

Signature: Saggon Sandeep

# Acknowledgement

I would like to express my sincere gratitude to all those who have contributed to the successful completion of my master's thesis on the topic of "Effect of Workplace Politics in Multicultural Organizations in India".

Firstly, I would like to thank my thesis supervisor prof. Vincent Blaise Montenero for providing me with invaluable guidance, support, and feedback throughout the research process. Their expertise and encouragement have been crucial in shaping the direction and content of this thesis.

I would also like to express my appreciation to the managers and employees who participated in this study, for sharing their valuable insights and experiences. Without their willingness to take part in this research, this study would not have been possible.

Furthermore, I am grateful to my colleagues and friends who have provided me with emotional support and encouragement during the entire research journey. Their motivation, feedback, and suggestions have helped me to keep moving forward and to stay focused on the objectives of my research.

Finally, I would like to extend my gratitude to my family for their unconditional love, support and understanding during this challenging time. Their encouragement and patience have given me the strength to persevere and complete this thesis.

Thank you all for your contributions towards the successful completion of my master's thesis.

# Abstract

Workplace politics in multicultural organizations in India is a crucial area to research since it affects employee motivation, job satisfaction, and general well-being. This study aimed to identify the factors that lead to workplace politics, explore how it impacts employees, examine how organizations deal with it, and this research provides recommendations for promoting a more encouraging and peaceful workplace.

The Mixed-Method approach was used to gather quantitative and qualitative data from employees and managers working in multicultural organizations in India. According to the findings, lack of fairness and transparency in decision making, power dynamics, and cultural differences serve as major contributors to workplace politics. The impact of workplace politics was seen in the form of decreased motivation, job satisfaction, and overall well-being of employees.

Organization's techniques for managing workplace politics were found to be limited and ineffectual. As a result, this study recommends establishing a code of conduct for acceptable workplace behaviour, team building, as well as regular training and workshops for managers and employees on diversity, equity, and inclusion, as well as fair and transparent performance evaluation and reward systems and the encouragement of open and transparent communication channels.

The limitations of this study include the sample size of the data collected and focused on only multicultural organizations in India. Future research can explore the impact of workplace politics in different industries and regions and examine the effectiveness of the recommendations provided in this study.

Overall, this study highlights the need for organizations to address workplace politics and create a more inclusive and harmonious work environment to improve the motivation, job satisfaction, and overall well-being of employees in multicultural organizations in India.

## **Key words:**

Workplace politics, Multicultural Organizations, Job Satisfaction, Communication skills, Management strategies, Employee motivation.

# Content

Declaration.....	5
Acknowledgement.....	6
Abstract .....	7
Table of Contents.....	8

## Chapter 1

### Introduction

1.1 Definition of workplace politics.....	10
1.2 Background of Research.....	10
1.3 Aim and objectives.....	11
1.4 Research Questions and hypotheses.....	12
1.5 Methodology.....	12
1.6 Structure of the thesis .....	13
1.7 Limitation of scope and Key Assumptions.....	14
1.8 Summary.....	14

## Chapter 2

### Literature review

2.1 Introduction .....	15
2.2 Concept of Workplace Politics.....	16
2.3 Definition of workplace politics.....	17
2.4 Dimensions of organizational politics.....	17
2.5 The Impact of Perceived Politics on Employee Motivation.....	18
2.6 The Connection between Office Politics and Company Atmosphere.....	19
2.7 The Impact of Workplace Politics on Organizational Performance.....	20
2.8 Managing workplace politics to support organizational performance.....	20
2.9 Politics During Covid.....	21
2.10 Summary.....	21

## Chapter 3

### Methodology

3.1 Introduction.....	22
3.2 Research Approach.....	22
3.3 Justification for choosing mixed methodology.....	22
3.4 Survey.....	23
3.4.1 Advantages and disadvantages of survey.....	23
3.4.2 Quantitative Data collection.....	24
3.4.3 Survey Questions.....	25
3.5 Interview.....	28
3.5.1 Structured Interview.....	28
3.5.2 Unstructured Interview.....	28



3.5.3 Semi-Structured Interview.....	28
3.5.4 Qualitative Data Collection.....	29
3.5.5 Interview Questions.....	30
3.6 Sampling.....	31
3.7 Ethical considerations.....	31
<b>Chapter 4</b>	
<b>Analysis</b>	
4.1 Data Analysis.....	33
4.2 Findings and data analysis (Quantitative research) .....	33
4.3 Findings and data analysis (Qualitative research).....	41
<b>Chapter 5</b>	
<b>Discussions</b>	
5.1 Discussions.....	48
<b>Chapter 6</b>	
<b>Conclusions</b>	
6.1 Conclusions.....	50
6.2 Linking objectives with the conclusions based on findings.....	51
<b>Chapter 7</b>	
<b>Recommendations</b>	
Recommendation 1 .....	53
Recommendation 2 .....	54
Recommendation 3.....	55
Recommendation 4.....	55
<b>Chapter 8</b>	
<b>Limitations and future scope</b>	
8.1 Limitations of the study .....	57
8.2 Scope for future research.....	57
References.....	59
Appendices.....	61

# Chapter 1

## Introduction

### 1.1 Definition of Workplace Politics:

The use of power and influence in the workplace for personal gain or to achieve personal goals is called workplace politics. This includes activities such as communication, propaganda, information seeking, establishing coalitions, withholding information to gain advantage over others, etc. Depending on the management and motivation, workplace politics can take place good and bad. Good workplace politics can encourage healthy competition, facilitate communication and cooperation, and improve decision-making. Incorrect workplace politics, on the other hand, can lead to mistrust, conflict, and a toxic work environment. Effectively handling workplace politics and creating a pleasant working environment are essential to understanding between employees and companies. (Ferris, G.R., Russ, G.S., & Fandt, P.M. 1989)

The workplace can be a challenging environment, especially in multicultural organizations. When people from different backgrounds and cultures come together, it can create differences in opinions, values, and beliefs, creating a challenging situation and can have a significant impact on employee's work life balance and overall job satisfaction.

### 1.2 Background of Research

India is a multicultural, linguistic, and religiously diverse country. Many multinational corporations have significantly increased their presence in India during the past few years. As a result, the workplace in India is more multicultural and diversified. While multicultural teams can foster creativity and innovation, it can also present difficulties, particularly when it comes to handling office politics. Workplace politics is a term used to describe the use of power and persuasion to advance one's own interests at the expense of those of others. Employees from various backgrounds may have divergent values, views, and expectations in a multicultural workplace, which can make negotiating and managing workplace politics challenging.

Politics in the workplace can have a big impact on employee motivation, job happiness, and general wellbeing. Reduced organizational performance and productivity may follow from this. In multicultural organizations, managing workplace politics is crucial, but little research has been done in this area, particularly in the Indian context.

This master's thesis aims to fill this gap by analysing the impact of workplace politics in multicultural organizations in India. The research identifies the factors that lead to workplace politics, the effects on employees, and examines methods used by companies to deal with them. The study will collect data from employees in multicultural firms in India using both qualitative and quantitative methodologies. In-depth interviews will be conducted to acquire qualitative data from managers, while surveys will be used to collect quantitative data from low-level employees.

This research will focus on creating a harmonious work environment by examining the problems which are faced by multicultural organizations in India. Furthermore, the findings of this study can assist companies in developing effective ways for managing workplace politics, as well as improving employee motivation, job satisfaction, and overall organizational success.

### **Problem statement:**

Studies show that office politics is strongly linked to work-related stress, which leads to decreased employee loyalty and job satisfaction and a higher intention to leave the job. Additionally, office politics can have various harmful effects such as strained communication, hiding important information, participating in gossip, wasting time, and damaging relationships with co-workers, peers, and supervisors.

### **1.3 Aim and objectives**

**Aim:** The objective of this master thesis is to examine the impact of workplace politics in multicultural organizations in India and offer recommendations for creating a more inclusive and harmonious workplace.

#### **Research objectives:**

1. To identify the factors contributing to workplace politics in multicultural organizations in India.
2. To examine the impact of workplace politics on employee's motivation, job satisfaction, and overall well-being in multicultural organizations in India.
3. To analyse the strategies adopted by organizations in India.
4. To develop recommendations for organizations in India and create inclusive and harmonious work environments and to effectively manage workplace politics.

## 1.4 Questions and hypotheses

### Research Questions:

1. Explore the nature and factors contributing to workplace politics in multicultural organizations in India?
2. What is the impact of workplace politics on employee motivation, job satisfaction, and overall well-being in multicultural organizations in India?
3. What strategies do multicultural organizations in India adopt to manage workplace politics?
4. What recommendations can be made to multicultural organizations in India to create a more inclusive and harmonious work environment and effectively manage workplace politics?

### Hypotheses:

1. The greater the diversity in a workplace, the higher the likelihood of workplace politics.
2. Workplace politics has a negative impact on employee motivation, job satisfaction, and overall well-being in multicultural organizations in India.
3. A strong organizational culture that values diversity and inclusion can mitigate the negative impact of workplace politics in multicultural organizations in India.
4. Multicultural organizations in India that adopt strategies such as transparent communication, conflict resolution mechanisms, and employee training can manage workplace politics effectively.
5. Multicultural organizations in India that create a more inclusive and harmonious work environment can improve employee motivation, job satisfaction, and organizational performance.

## 1.5 Methodology

The research will employ a mixed methods approach to data collection, combining both quantitative and qualitative methods. (Johnson, R. B., & Onwuegbuzie, A. J. 2004)

1. **Survey data collection:** Administer an online survey to employees to gather quantitative data on the extent and impact of workplace politics. This could include questions on the frequency of political behaviour's, their perceived effects on job satisfaction and

organizational performance, etc.

2. **Qualitative data collection:** Conduct in-depth interviews with a sample of managers to gather detailed, subjective accounts of their experiences with workplace politics. These interviews could provide more context and depth to the findings from the survey.
3. **Data triangulation:** Analyse both the survey and interview data to triangulate the findings and gain a more comprehensive understanding of the nature and impact of workplace politics.
4. **Cross-case comparison:** Compare and contrast the experiences of employees from different departments, job levels, or demographic groups to identify patterns and differences in the extent and impact of workplace politics.

## 1.6 Structure of the thesis

**Introduction:** Define workplace politics and provide background information of the topic and state the research questions.

**Literature Review:** Review previous literature on workplace politics which includes theories and models, previous studies, and findings. Finally, identify gaps in the literature and highlight them for further research.

**Methodology:** Describe the research methodology followed, including the data collection methods (e.g., surveys for employees and managerial interviews), sampling strategies, data analysis, and ethical considerations.

**Analysis:** Present and analyse the findings from the survey and interview data. Provide descriptive statistics and cross-case comparisons as needed.

**Discussion:** Interpret the findings and connect them to the existing literature on workplace politics. Examine the results for both theory and Practise.

**Conclusions:** Summarize the main findings and contributions of the study.

**Recommendations:** Provide recommendations for effective management of workplace politics.

**Limitations and Future Scope:** List the limitations and provide areas future research.

**References:** List the sources cited in the thesis.

**Appendices:** Include any additional materials, such as interview transcripts, that support the findings of the study.

## **1.7 Limitation of scope and Key Assumptions**

### **Limitation of Scope:**

The limitations of this research include the limited sample size of the data collected and it is limited to employees working in organizations that have a diverse workforce and face challenges in managing workplace politics. The research is also limited to organizations operating in urban areas of India. The research was conducted within the Indian IT services industry, so the results may not be representative of other industries.

### **Key Assumptions:**

This study assumes that employees working in multicultural organizations in India have experienced some form of workplace politics. The study also assumes that employees are willing to participate in this study and provide truthful responses to survey questions and interviews. It is also assumed that the survey and interview questions are appropriate and provide valid and reliable information. Furthermore, it is assumed that the research findings can be generalized to other multicultural organizations in India.

## **1.8 Summary**

This chapter gave a summary of the thesis and its structure. It outlined the goals of the study, explained its reasoning, stated the research questions and hypotheses, showed how it will add to existing knowledge and described the layout of the thesis.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Introduction

This literature review aims to examine existing research on workplace politics in multicultural organizations in India. This review will examine the literature on the causes and consequences of workplace politics, the strategies adopted by organizations to deal with them, and the role of organizational culture in mitigating negative effects.

We all want shortcuts in life, some don't want to work hard and hence, such people play politics to cover up, climb the ladder quickly (Mamta Sharma, Politics at the workplace). The political behaviour of individuals in an organization is shaped by a variety of factors, which can be broadly divided into individual and organizational factors. (Ferris, G. R., & Kacmar, K. M. 1992)

##### 1. **Individual Factors:**

Individuals engage in office politics mostly to fulfil their personal goals, such as gaining control within the process and influencing others over decision-making in the organization. These individuals aim to expand their influence and maintain power to satisfy their personal needs. These individuals are often self-motivated and focused on their personal success rather than organizational success and look for quick advancement in their careers. Such behaviour is common among individuals who have a high need for power and are self-driven.

Most people who play political games lack self-discipline and have no idea of the consequences of their actions. They may succeed in hurting or humiliating their adversaries but are almost certainly hurting themselves in the process. (Jack Godwin PhD, The Office Politics Handbook)

##### 2. **Organizational Factors:**

There are various organizational factors that can prompt individuals to participate in office politics.

###### **(i) Limited Resources:**

Employees strive to obtain the maximum number of resources when resources are limited in the company. Hence, they become actively engaged in office politics to maximize the benefits of resource distribution. (Blickle, Kramer, Zettler, & Walter, 2018)

###### **(ii) Interpretation of limited resources:**

The perception of limited resources such as positions, power, promotions, etc. in the organization can drive individuals to participate in office politics. Those who desire

these resources may feel threatened that they may be denied access to them during the resource allocation process, leading them to engage in politics to secure their desired outcomes. (Kacmar & Baron, 1999)

**(iii) Ambiguous Decision-Making:**

Some individuals may take advantage of circumstances where there is a lack of clarity in decision-making due to ambiguous rules and policies. (Kacmar & Baron, 1999)

**(iv) Decision-Making Process:**

An organizational culture that values democratic and inclusive decision-making can also contribute to office politics as every individual seeks to increase their significance and voice their opinions on critical and important issues. (Ferris, Russ, & Fandt, 1989)

**(v) Impacting Lower-Level Employees:**

Lower-level employees can be impacted when they witness those in higher positions engaging in political behaviour. (Ferris, Russ, & Fandt, 1989)

## **2.2 Concept of Workplace Politics**

The concept of workplace politics refers to the use of power, influence, and personal relationships to achieve goals or gain advantages within an organization. This can occur both at an individual level, where employees engage in political behaviour to advance their own interests, as well as at a systemic level, where the structures, policies, and cultures of an organization create a political environment.

In any organizational environment, people play politics. This is true of even the most enlightened companies. It is in our nature as human beings to play politics when we are in groups, when stress and anxiety exist, and when “prizes” (promotions, the boss’s favour, funding for a project, winning a contract, and so on) are to be won and lost. It doesn’t matter what size your company is or how it’s structured. (Mauricio Goldstein, Philip Read, Games at Work 2009)

In a research context, studying workplace politics typically involves examining the effects of political behaviour on organizational outcomes, such as employee motivation, performance, and satisfaction. (Ferris, G. R., Perrewe, P. L., & Treadway, D. C. 2005)



## **2.3 Definition of workplace politics**

### **Organizational politics:**

An omnipresent system of influence within organizations wherein individuals or groups use their power in pursuit of their own interests or in the interests of others. These interests may or may not be consistent with organization objectives. This definition is adapted from Pfeffer (1981).

### **Perception of organizational politics (POPs):**

It can be defined as a multi-dimensional, subjective and context specific psychological phenomenon. It includes how individuals perceive general political behaviour of others within the organization, how inaction of other members of an organization are perceived by an individual as going along to get ahead and how pay and promotions policies are perceived to be politically applied by others (Ferris et al., 1989; Kacmar & Ferris, 1991).

## **2.4 Dimensions of organizational politics**

The dimensions of organizational politics refer to the various aspects or elements that make up the concept of workplace politics. Some common dimensions of organizational politics include: (Ferris, G. R., Russ, G. S., & Fandt, P. M. (1989))

### **Power:**

Power is anything that facilitates the control of one human over another. (Jack Godwin PhD, The Office Politics Handbook). The distribution and use of power and influence within the organization, and it affects decision-making and resource allocation. (Buchanan & Badham, 2008)

### **Personal gain:**

The pursuit of personal interests and benefits, such as promotions, recognition, or career advancement.

### **Interest groups:**

The formation of informal alliances and coalitions among individuals or groups within the organization, who have common cultures, goals, or interests. (Kacmar & Baron, 1999)

### **Conflict:**

The existence of disagreements, competition, or rivalries between individuals or groups

within the organization. (Ferris, Russ, & Fandt, 1989)

**Communication:**

The flow of information and messages within the organization, and how it affects decision-making and relationships. (Pfeffer, 1981)

**Culture:**

The norms, values, and beliefs that shape the behaviour of individuals and groups within the organization. (Cameron & Quinn, 2011)

**Organizational structure:**

The formal and informal systems and processes that govern decision-making and resource allocation within the organization.

These dimensions of organizational politics can provide a framework for understanding and analysing the complexities of workplace politics, and how it affects employee behaviour and organizational performance.

## **2.5 The Impact of Perceived Politics on Employee Motivation.**

Employee motivation and engagement are significantly influenced by how employees view politics in their workplace. First, it's important to understand what workplace politics is and how it is affecting employees and it can be used to achieve positive outcomes, such as advancing the organization's mission, it can also have negative effects on employees and the organization such as employees feeling they are being manipulated or the political environment being too competitive, reducing Job satisfaction and motivation.

The effect of perceived politics on employee motivation can be understood in two ways: perceived fairness and psychological empowerment. Perceived fairness refers to employee beliefs about the fairness and fairness of the political environment. When employees feel that the political environment is fair and transparent, they are more motivated and engaged in their work. On the other hand, if they feel that the political environment is unfair or dominated by individuals or groups, they may be less motivated and withdraw from their jobs. Psychological empowerment refers to the control and influence employees feel in their workplace. When employees feel empowered, they are more motivated, because they believe their efforts are making a difference in the organization. Conversely, when employees feel powerless, they are less self-satisfied and may withdraw from their jobs. Political attitudes can have a significant impact on employees' perceptions of cognitive ability. For example, if employees believe that political tactics are being used to advance the interests of individuals or groups, they may feel less empowered and less motivated. (Mishra, A. K., & Mishra, K. E. 2017)

In conclusion, the impact of perceived politics on employee motivation is important, as it can shape employee's beliefs about political fairness and justice and their perceptions of power and influence at work. Organizations need to recognize the impact of workplace politics on employees. This can be achieved through effective communication, clear policies, and encouraging employees to participate in the decision-making process. By creating a positive work environment, organizations can increase employee motivation and engagement, leading to improved productivity and overall organizational success.

## **2.6 The Connection between Office Politics and Company Atmosphere**

A company's atmosphere is the general feeling or mood that prevails within the organization. It can be defined as interaction and relationship between employees, management, and overall organizational culture. A positive company climate is characterized by open communication, trust, respect, and a sense of unity. On the other hand, a negative company climate is characterized by stress, mistrust, and lack of cooperation and motivation among employees. (Kaliannan, M., & Anantharaman, R. N. 2020)

Office politics can have a significant impact on the company atmosphere, both positive and negative. For example, when employees engage in political manoeuvring that is aimed at achieving their own personal goals, it can result in a negative atmosphere, characterized by distrust and tension. When employees are constantly watching their backs and worried about who they can and cannot trust, it can result in a stressful work environment that is not conducive to collaboration or productivity.

On the other hand, office politics can also be used to promote positive change and improve the company atmosphere. They can advocate for policies and procedures that promote transparency, fairness, and accountability, and they can work to build bridges between different departments and groups within the organization.

The connection between office politics and company atmosphere is complex and multifaceted. Office politics can have both positive and negative effects on the company atmosphere, and it is important for organizations to manage and monitor it carefully. A positive company atmosphere is essential for employee motivation, engagement, and productivity, and it is in the best interests of organizations to promote and maintain it. By fostering a positive company atmosphere, organizations can create a work environment that is supportive, productive, and conducive to employee satisfaction and success. (Ferris, G. R., Russ, G. S., & Fandt, P. M. 1989)

## **2.7 The Impact of Workplace Politics on Organizational Performance.**

The impact of workplace politics on organizational performance can be significant. When workplace politics becomes negative, it can create a toxic work environment that undermines employee motivation, trust, and satisfaction. In turn, this can lead to decreased productivity, decreased job satisfaction, and higher employee turnover. Moreover, workplace politics can also lead to poor decision-making, as employees may be more focused on their personal interests than on the best interests of the organization. (Tims, M., Bakker, A. B., & Derks, D. 2007)

Firstly, workplace politics can increase conflict and competition between employees, which can lead to decreased collaboration and cooperation. This can result in decreased productivity and decreased efficiency. Secondly, workplace politics can also lead to decreased job satisfaction and increased stress levels for employees. This, in turn, can lead to decreased motivation and decreased commitment to the organization. Finally, workplace politics can also lead to poor decision-making, as employees may be more focused on their personal interests than on the best interests of the organization. (Byrne, Z. S., & Hochwarter, W. A.)

There are also several factors that can contribute to the negative impact of workplace politics on organizational performance. These include the presence of an authoritarian leadership style, lack of transparency, and lack of clear policies and procedures. In addition, the absence of effective communication, the presence of a blame culture, and the presence of power struggles can also contribute to the negative impact of workplace politics on organizational performance.

## **2.8 Managing workplace politics to support organizational performance.**

Despite its negative connotations, workplace politics can be managed effectively to support organizational performance, rather than hinder it. To mitigate the negative effects of workplace politics on employee performance, organizations can implement several strategies. Firstly, organizations can foster a positive organizational culture that encourages transparency, open communication, and ethical behaviour (Hitt, Ireland, & Hoskisson, 2017). This can be achieved through regular feedback and performance appraisal systems, as well as through leadership development programs that emphasize ethical behaviour (Cho & Park, 2009).

Another strategy is to empower employees through training and development programs that provide them with the necessary skills and knowledge to effectively manage workplace politics. This can include training in conflict resolution, negotiation, and communication skills, as well as mentoring programs that pair employees with experienced leaders who can provide guidance and support (Cho & Park, 2009). It is necessary that people at the workplace should be able to deal with politics, otherwise their survival will be only a matter of time. (Mamta Sharma, Politics at the workplace)

Finally, organizations can also establish clear codes of conduct and ethical guidelines that prohibit unethical political behaviours, such as nepotism and favouritism, and provide consequences for those who engage in such behaviours (Hitt et al., 2017). This can include establishing grievance procedures that allow employees to voice their concerns, as well as disciplining employees who engage in unethical behaviour.

## **2.9 Politics During Covid**

With the advent of the COVID-19 pandemic, politics in the workplace has taken on a new dimension and its impact is being felt even more. The way they work has changed dramatically because of COVID-19, with many employees working remotely or having to adjust to new ways of working. This increased tension and uncertainty among employees, in some cases workplace competition, political changes e.g., telecommuting made it harder for employees to get to know each other, leading to increased competition and a greater emphasis on individual achievement over team success. This results in employee's feeling isolated and disconnected from their team members, which can negatively impact their motivation and engagement. We also need to understand where and how to build relationships, especially when the work environment becomes more virtual. WhatsApp chats? Virtual meetings? Hour-long calls where there is no agenda other than to catch up with colleagues? If none of these are happening, perhaps you can start them; not only with people who are already in your network but also with those who you would like to have in your network. (Niven Postma, You Can't Sit Out Office Politics)

Furthermore, the epidemic has also highlighted existing dynamics within organizations, where some employees are seen as more needed than others, increased competition and employees who are deemed necessary to remain in office feel resentment towards those who work remotely, or vice versa Stress may also rise, and employee motivation and engagement may fall.

Despite these challenges, organizations can take steps to manage workplace politics during the COVID-19 pandemic, to ensure that employees remain motivated and engaged, and the organization remains productive and efficient. For example, organizations can implement clear and effective communication strategies to keep employees informed and connected. This can help to build trust and reduce uncertainty among employees, which can mitigate the effects of workplace politics.

## **2.10 Summary**

This literature review revealed that workplace politics is a common issue in organizations across the world. The study shows that multicultural workplaces are particularly vulnerable to workplace politics due to differences in professional values, beliefs, cultures, and attitudes. In addition, workplace politics can negatively affect employee motivation, job satisfaction, and well-being, leading to lower productivity and organizational performance. Literature suggests that organizational culture plays an important role in managing workplace politics in organization forms of multiculturalism. The study also highlights several ways that organizations can address workplace politics, such as open communication, conflict resolution strategies, employee training. Finally, this chapter shows that research findings on workplace politics in multicultural organizations is limited, highlighting the need for further research in this area.

## **Chapter 3**

### **Research Methodology**

#### **3.1 Introduction:**

This chapter will describe and provide reasons for the methodology used to address the research questions and hypotheses. The goal is to have a clear understanding of why we chose this strategy and how to use it.

Workplace politics in multicultural organizations has become a hot topic in recent years due to employee diversity and cultural background and this research uses mixed methods to better understand this phenomenon. The mixed methods approach uses both quantitative and qualitative research methods to collect and analyse data. In this study, quantitative data were collected through employee surveys, while qualitative data were collected through in-depth interviews with managers.

#### **3.2 Research Approach**

Since this study focused on collecting data on how people perceive and behave, a survey questionnaire was the best way to obtain quantitative data. Furthermore, to acquire a thorough picture of organizational politics, this study also collected qualitative data in addition to quantitative data. This was accomplished by asking open-ended questions to managers to identify the application of power, withholding of knowledge by supervisors and peers, and respondents' emotional reactions to the withholding of knowledge. The goal was to collect data that would provide a greater breadth and depth of understanding while yet controlling the level of unpredictability.

To obtain quantitative data, a survey method was used since it is regularly used in similar studies and can avoid interviewer bias. In addition, it was most economical and there were also time limits. To maintain confidentiality, a questionnaire was circulated within a private sector IT services organization, and respondents mailed their completed surveys directly to the author. Employees may be afraid to discuss sensitive matters such as organizational politics face to face, especially with someone from outside the organization, hence this way was chosen.

#### **3.3 Justification for choosing mixed methodology:**

The mixed-methods approach was chosen for the "Effect of Workplace Politics in Multicultural Organizations in India" because it can provide more insights and not just be limited to a single research method. For example, surveys may provide quantitative data on the prevalence of workplace politics but may not capture the underlying reasons or experiences of employees in a

multicultural context. In contrast, interviews can provide rich qualitative data but may not be generalizable to a larger population. By combining both quantitative and qualitative methods, a mixed-methods approach can provide a more comprehensive understanding of the research topic. This is particularly important when studying complex social phenomena such as workplace politics in multicultural organizations. (Johnson, R. B., & Onwuegbuzie, A. J. (2004). Mixed methods research)

Furthermore, the mixed-methods approach aligns with the research questions and objectives of the study. The study aims to investigate the impact of workplace politics in multicultural organizations in India, and to understand the reasons and experiences of employees in such settings. (Morse, J. M. (2003). Principles of mixed methods and multimethod research design)

To conclude, the mixed-methods approach is a suitable research methodology for studying the effect of workplace politics in multicultural organizations in India as it provides a comprehensive and robust approach to investigating the complex phenomenon of workplace politics in multicultural organizations. The approach aligns with the research questions and objectives of the study and allows for the strengths of both quantitative and qualitative methods to be leveraged.

### **3.4 Survey**

Based on the arguments in favour of surveys mentioned earlier, it was decided that using surveys would be a practical and economical approach to obtaining quantitative data from employees working in Indian organizations. The use of surveys allowed for the collecting of a significant amount of data from a sample size of up to 104 participants in a short amount of time. It also made it possible to understand and describe how workplace politics and culture impact employees' attitudes, behaviour, and performance within the organization. A survey consisting of 14 questions was created with closed-ended response options to encourage employees to choose from a specific set of options. The questionnaire was designed based on the variables and concepts discussed in the literature review chapter. The aim was to verify the theories about workplace politics and its effects on employee performance, including their behaviour, motivation, and job satisfaction. (Bhattacharjee, 2012)

#### **3.4.1 Advantages and disadvantages of survey**

##### **Advantages:**

1. Efficient and cost-effective: Surveys can be administered quickly and easily, making them a cost-effective method for collecting data.
2. Standardized responses: Surveys use a standardized set of questions, which makes it easier to compare and analyse data.

3. Large sample size: Surveys can collect data from many participants, which is useful when investigating the relationship between organizational politics and innovation.
4. Anonymous responses: Surveys can be conducted anonymously, which can encourage participants to be more honest and open.
5. Objective data: Surveys produce quantitative data, which can be analysed objectively.

**Disadvantages:**

1. Limited depth: Surveys may not provide detailed information about the experiences and perspectives of participants, which could limit the researcher's understanding of the relationship between organizational politics and innovation.
2. Low response rate: It can be challenging to get a high response rate to a survey, which could make it difficult to collect enough data for meaningful analysis.
3. Biased responses: Participants may provide responses that are influenced by social desirability bias or other factors, which could affect the validity of the data.
4. Incomplete data: Participants may not answer all the questions on the survey, which could result in incomplete data.
5. Lack of context: Surveys provide data without much context, which can make it difficult to interpret the results accurately.

In conclusion, while surveys offer many advantages in terms of efficiency, cost-effectiveness, and objective data, they also have some disadvantages that should be taken into consideration when designing research studies.

### **3.4.2 Quantitative Data collection**

Qualitative data collection can be done in different ways like observing people, talking to them, reading their written opinions or public documents. This helps in understanding their behaviour and getting information for research. (Denzin and Lincoln, 2011)

To collect quantitative data through surveys for employees, the following steps are taken:

**1. Develop the survey:**

Develop a survey questionnaire that includes both open-ended and closed-ended questions. The questions should be designed to collect information about the employees' experiences with workplace politics and its impact on their job satisfaction and productivity.

**2. Determine the sample:**

Identify the sample of employees who will be included in the survey. This can be done randomly or by selecting employees based on specific criteria.

**3. Administer the survey:**



Distribute the survey questionnaire to the selected employees. This can be done in person or electronically. Ensure that the instructions are clear and that the employees understand the purpose of the survey.

#### **4. Analyse the data:**

Once the survey responses are collected, analyse the data using appropriate statistical methods. This will provide insights into the prevalence of workplace politics, its impact on employees, and the effectiveness of current strategies in place to mitigate its negative effects.

### **3.4.3 SURVEY QUESTIONS**

#### **Aim:**

The main aim of this survey is to explore the effect of workplace politics in multicultural organizations in India and provide recommendations for creating a more inclusive and harmonious work environment.

#### **Definition of workplace Politics:**

Workplace politics refers to the use of power and influence to gain advantages and advance personal interests within an organization. For example, a manager who uses his influence to assign favourable tasks to his preferred employees or excludes certain employees from important meetings is engaging in workplace politics.

1. What is your total work experience?
  - A) 1 to 2 years
  - B) 2 to 4 years
  - C) 4 to 6 years
  - D) More than 6
  
2. In your opinion, how prevalent is workplace politics in Indian organizations?
  - A) Very prevalent
  - B) Somewhat prevalent
  - C) Not very prevalent
  - D) Not at all prevalent
  
3. Have you personally experienced or witnessed instances of workplace politics in your organization?
  - A) Never
  - B) Rarely
  - C) Sometimes

D) Often

Please Specify: \_\_\_\_\_

4. How frequently do you encounter instances where you are treated differently based on your gender, race, or ethnicity?
  - A) Frequently
  - B) Sometimes
  - C) Rarely
  - D) Never
  
5. What do you think are the major factors contributing to workplace politics in multicultural organizations in India?
  - A) Cultural differences
  - B) Language barriers
  - C) Lack of transparency and fairness in decision-making processes
  - D) Lack of trust between employees and management
  - E) Other (please specify \_\_\_\_\_)
  
6. Do you think managers use workplace politics to advance their careers in your organization?
  - A) Never
  - B) Rarely
  - C) Sometimes
  - D) Often
  
7. To what extent do you believe workplace politics affect promotions/Appraisals in your organization?
  - A) Not at all
  - B) Slightly
  - C) Moderately
  - D) Extremely
  
8. Have you ever felt that someone else was given more credit for your work due to politics?
  - A) Yes
  - B) No
  - C) If yes, please specify \_\_\_\_\_
  
9. Do you think workplace politics affects employee morale and productivity in multicultural organizations?
  - A) It has a negative impact
  - B) It has a positive impact
  - C) It has no impact

D) Unsure

10. How well do you think your organization manages workplace politics?

- A) Very poorly
- B) Somewhat poorly
- C) Somewhat well
- D) Very well

11. Which of the following strategies are adopted by your organization to manage workplace politics?

- A) Encouraging open communication and transparency
- B) Establishing clear policies and procedures for decision-making
- C) Providing diversity and inclusion training to employees
- D) Encouraging collaboration and teamwork
- E) Having a zero-tolerance policy for unethical behaviour and conflicts of interest
- F) All of the above

12. Does your organization have a formal system for reporting workplace politics or conflicts to HR or top management?

- A) Yes, we have a clear system for reporting workplace politics or conflicts.
- B) No, we do not have a formal system for reporting workplace politics or conflicts.

13. Do you believe that training programs (such as Leadership development training or Ethics and values training) can help mitigate the effects of workplace politics?

- A) Strongly disagree
- B) Somewhat disagree
- C) Somewhat agree
- D) Strongly agree

14. What strategies do you think your organization could adopt to mitigate the negative effects of workplace politics?

- A) Encouraging open communication and transparency
- B) Implementing fair performance evaluation and promotion system
- C) Promoting diversity and inclusion
- D) Providing training on managing workplace politics
- E) All of the above

## **3.5 Interview**

An interview is a qualitative data collection method that involves a face-to-face conversation between the interviewer and the interviewee. Interviews can be conducted in different ways, depending on the level of structure and formality required. (Denzin and Lincoln, 2011)

### **3.5.1 Structured Interview:**

A structured interview follows a predetermined set of questions, and the interviewer asks the same questions in the same order to all interviewees. This type of interview is useful when the researcher wants to obtain specific information from each participant and compare responses across participants.

### **3.5.2 Unstructured Interview:**

An unstructured interview, on the other hand, allows the interviewer to explore a particular topic in-depth, without a set list of questions. This type of interview is useful when the researcher wants to gain a deeper understanding of the participant's experiences and perspectives.

### **3.5.3 Semi-Structured Interview:**

A semi-structured interview is a combination of both structured and unstructured interviews. The interviewer has a set of predetermined questions, but they are open-ended and allow for follow-up questions and exploration of topics that arise during the interview.

When conducting interviews, it is important to establish rapport with the interviewee, ensure confidentiality, and use active listening skills to elicit detailed responses. Interview data can then be transcribed and analysed for themes and patterns.

### 3.5.4 Qualitative Data Collection

Qualitative data collection through interviews was chosen for this research for several reasons. Firstly, interviews allow for in-depth exploration of the research topic, which can be particularly valuable when investigating complex and nuanced phenomena such as organizational politics and innovation. Through open-ended questions and probes, interviews can provide rich and detailed data that can help us to better understand the experiences and perspectives of participants. (Bryman and Bell, 2011).

Secondly, interviews allow for a more personal and interactive data collection process. By engaging in conversation with participants, researchers can build rapport and establish a level of trust, which can lead to more candid and detailed responses. This personal interaction can also provide an opportunity for participants to clarify their responses and for researchers to ask follow-up questions, which can lead to a deeper understanding of the research topic. (Choy, 2014)

Overall, qualitative data collection through interviews can provide rich and detailed data that can help us to better understand the experiences and perspectives of participants and can provide a more comprehensive understanding of the research topic.

To collect qualitative data through interviews with managers, the following steps can be taken:

1. Determine the purpose of the study.
2. Identify the appropriate managers to interview based on their positions.
3. Develop a list of open-ended interview questions that will help to gather the information needed.
4. Schedule interviews with the selected managers, allowing enough time for each interview.
5. Obtain informed consent from the managers before the interviews begin.
6. Analyse the interview data to identify key themes, patterns, and insights.
7. Verify the accuracy and validity of the data by triangulating it with other sources.
8. Draw conclusions and recommendations based on the findings and report them in a clear and concise manner.
9. It is important to respect the managers' time and privacy throughout the interview process and to maintain confidentiality and anonymity of the participants.

The managers were interviewed from different organizations to gather data about workplace politics and its effect on employee performance. Through these interviews, it was possible to ask deeper questions, build relationships, and gain a better understanding of the organization's culture and politics and became familiar with employee's perceptions of workplace politics to gain a comprehensive knowledge of the issue.

In the interview, open-ended questions were used to encourage the interviewees to freely discuss the issues being studied. Open-ended questions allowed for a more comprehensive understanding of the issue and provided more opportunities for deeper exploration of the topic. This type of questioning allowed the interviewee to share their emotions, opinions, and ideas, which led to more detailed and rich responses. (Bryman and Bell, 2011)

Semi-structured interviews were chosen as they are flexible and allow for two-way communication between the interviewer and interviewee. They provide an opportunity for participants to ask questions and clarify doubts they may have during the interview. Planning questions ahead of time helps to ensure that the interview remains focused and effective. Semi-structured interviews allow the researcher to ask follow-up questions as they arise, providing participants with the freedom to express their opinions in their own words. This type of interview can help to uncover new issues and provide opportunities for learning. (Choy, 2014)

### **3.5.5 Interview Questions**

1. How do you define workplace politics? Did you experience workplace politics in your organization? If so, please provide further details about the type and nature of workplace politics?
2. How do low-level employees perceive organizational politics according to your perspective?
3. Do you think cultural differences impact workplace politics in multicultural organizations?
4. Is organizational politics always negative? Please elaborate
5. What impact does workplace politics have on employee's productivity/performance? Please explain
6. How does workplace politics affect employees' loyalty and willingness to remain with the organization (employee retention)?
7. How do you ensure that employees from diverse backgrounds feel included and valued in the workplace?
8. Do you believe it is possible to eliminate organizational politics in the workplace?
9. What steps do you take to manage workplace politics in your organization?

### **3.6 Sampling**

Sampling is an essential aspect of research methodology that involves selecting a representative subset of a population to study. In this research on 'Effect of Workplace Politics in Multicultural Organizations in India,' both qualitative and quantitative data will be collected through surveys and interviews, respectively. Therefore, different sampling techniques will be employed for each type of data collection.

For collecting quantitative data through surveys, probability sampling techniques such as simple random sampling or stratified sampling can be used to ensure that each respondent has an equal chance of being selected. This approach will help in obtaining a representative sample of the population of interest (multicultural organizations in India) and minimize the possibility of bias in the sample selection process (Kothari, 2012).

On the other hand, for collecting qualitative data through interviews with managers, purposive sampling technique can be used to identify and select participants who have specific knowledge and experience related to workplace politics and multiculturalism in organizations in India. This approach will ensure that the selected participants have the necessary information and expertise to provide insightful responses to the interview questions (Creswell, 2014).

It is crucial to note that the sample size and selection process should be carefully planned and documented to ensure that the data collected is valid and reliable. Furthermore, the sample size should be sufficient to capture the diversity of the population under study and provide meaningful insights into the research questions.

### **3.7 Ethical considerations**

Conducting research requires ethical considerations to ensure that the research is conducted in a way that is respectful of participants and does not cause harm. In this case of the master thesis on the effect of workplace politics in multicultural organizations in India, some ethical considerations are considered that include obtaining informed consent from participants, protecting their privacy and confidentiality, and ensuring that the research is conducted in a culturally sensitive manner. (American Psychological Association, 2017)

Obtaining informed consent involves providing participants with information about the research study, including its purpose, procedures, and potential risks and benefits, and obtaining their voluntary agreement to participate. Participants are provided with the opportunity to ask questions and withdraw from the study at any time. Protecting participant's privacy and confidentiality involves taking measures to ensure that their personal information is not disclosed to unauthorized individuals or used for purposes other than the research study. This may involve

using pseudonyms instead of participants' actual names and storing data securely. (British Psychological Society, 2014)

Cultural sensitivity involves considering the cultural beliefs, values, and norms of the participants and the broader cultural context in which the research is conducted. This includes using appropriate language and avoiding stereotypes, as well as being aware of power dynamics and potential power imbalances between the researcher and participants. It is also important to ensure that this research is conducted in accordance with ethical guidelines established by relevant organizations, such as the American Psychological Association (APA) and the British Psychological Society (BPS).



## Chapter 4

### 4.1 Data Analysis

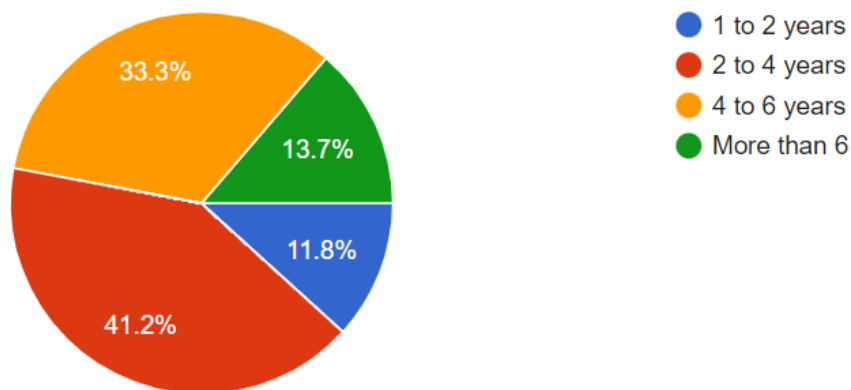
Data analysis is an important step in any research, and it involves the examination and interpretation of collected data to draw meaningful conclusions. In this research, we have used a combination of qualitative and quantitative data collection methods (mixed methodology) which includes surveys from employees and interviews from top management, to gather data on the effects and impact of office politics on employee performance and job satisfaction in multicultural organizations of India.

### 4.2 Findings and data analysis (Quantitative research)

Total responses received: 104.

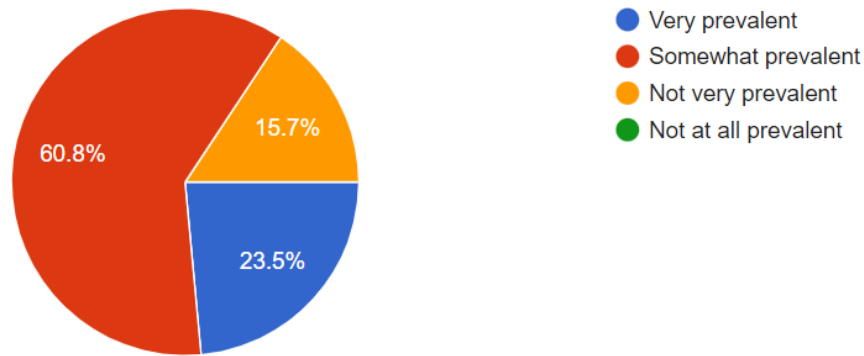
#### 1. What is your total work experience?

	Responses	Response %
1-2 Yrs.	13	12 %
2-4 Yrs.	42	41 %
4-6 Yrs.	34	33 %
> 6 Yrs.	15	14%



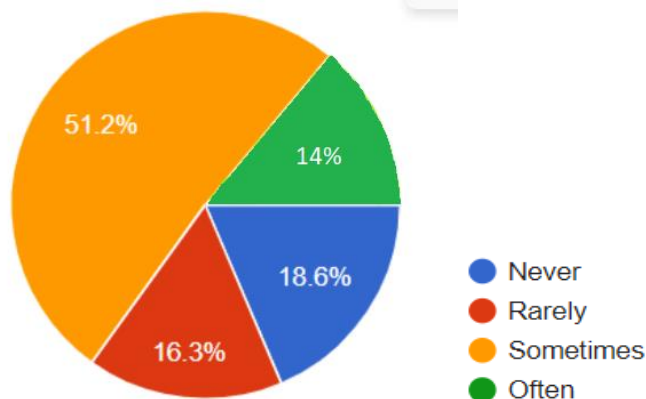
The survey had mostly people who had been working in their organizations for 2-4 years with 41.2%, followed by those who had been there for 4-6 years with 33%. Only a small percentage of 13% had worked there for more than 6 years.

#### 2. In your opinion, how prevalent is workplace politics in Indian organizations?



60% of the people surveyed said that workplace politics exist to some extent, while 23.5% said that they exist to a greater extent. A very small percentage of 15.7% said that they do not exist to a great extent. However, no one chose "not at all prevalent," meaning that everyone agreed that there is at least some level of workplace politics.

**3. Have you personally experienced or witnessed instances of workplace politics in your organization?**



Please Specify If any (Comments from Participants):

(1) Ego clashes of people on projects.

(2) In my previous organization, we had an employee who was so strong technically and used to run a lot of POC s to optimize the process. However, his lead never brought this to the attention of higher management and used to put the credit in his bag. This impacted the growth of resources due to lack of transparency to people up the ladder and he eventually left the organization which was a great loss to the company.

(3) Managers' favourites get all the opportunities.

(4) They say performance metrics are everything, but people got promoted without meeting so called metrics. Tool error also affected hikes.

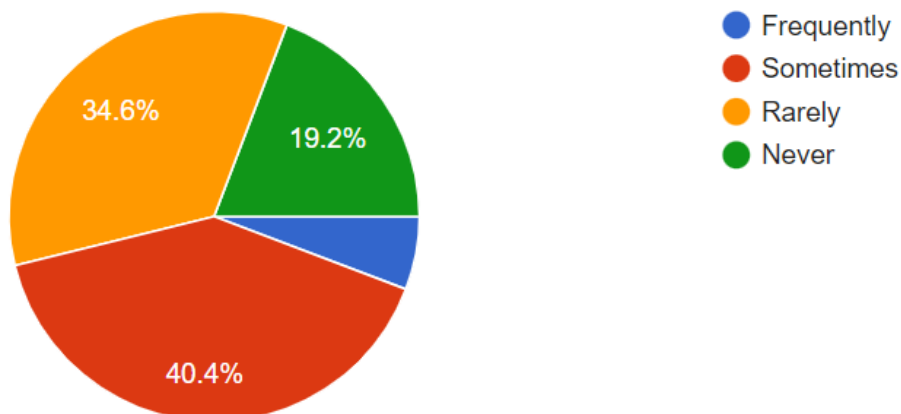
(5) This often happens when managers have favourites in his team. Hard Working people will be ignored and favourites have the privilege of escaping work.

(6) Using power for their own advantages, bringing personal life into professional life and doing them the favour for the sake of uplifting the wrong person in the organization.

(7) When someone expects promotion and they don't get it, they start spreading negativity about the one who got promoted.

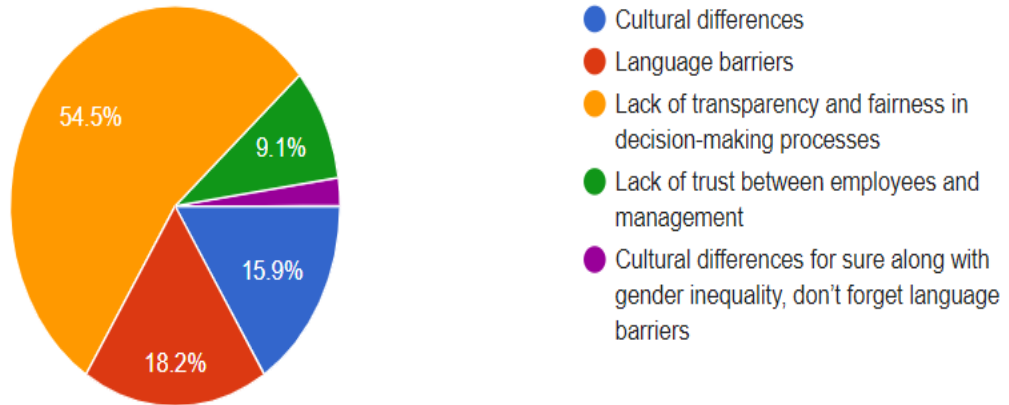
More than half of the employees (52%) said that they have seen examples of politics in the workplace. However, only a few of them gave specific examples, indicating that they were reluctant to speak up. 18% of the respondents claimed that they have never encountered politics in the workplace, while others said that they have only experienced it on occasion or very rarely.

**4. How frequently do you encounter instances where you are treated differently based on your gender, race, or ethnicity?**



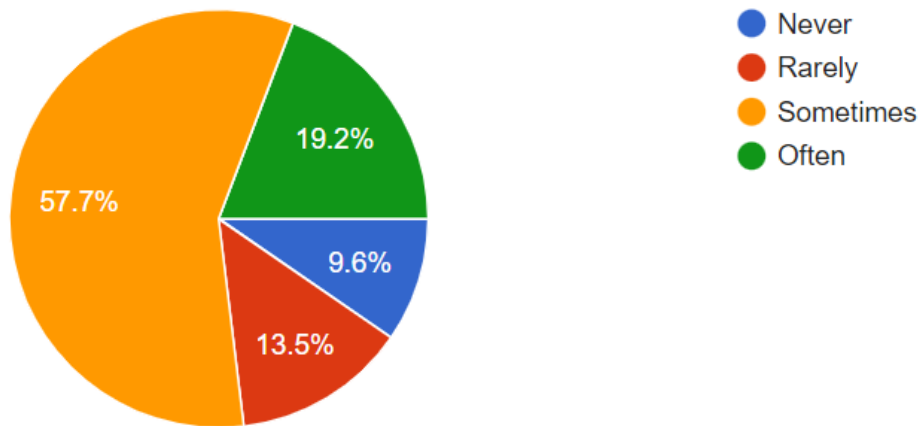
Out of all the employees who participated in the survey, only a small number of them (5.8%) said they faced discrimination based on their gender, race, or ethnicity. Most of the employees (74%) reported that they faced it sometimes or rarely. On the other hand, 19% of the employees said they never experienced any such kind of discrimination.

5. **What do you think are the major factors contributing to workplace politics in multicultural organizations in India?**



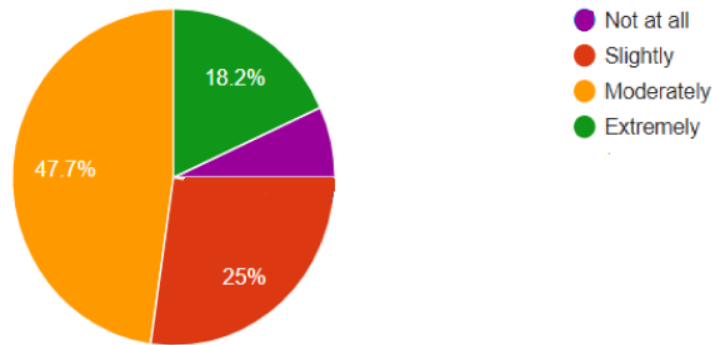
Most of the participants (over 50%) believed that the main cause of workplace politics was the lack of fairness and transparency in decision-making. Language barriers were identified as the second contributing factor with 18%, followed by cultural differences with 15.9%.

6. **Do you think managers use workplace politics to advance their careers in your organization?**



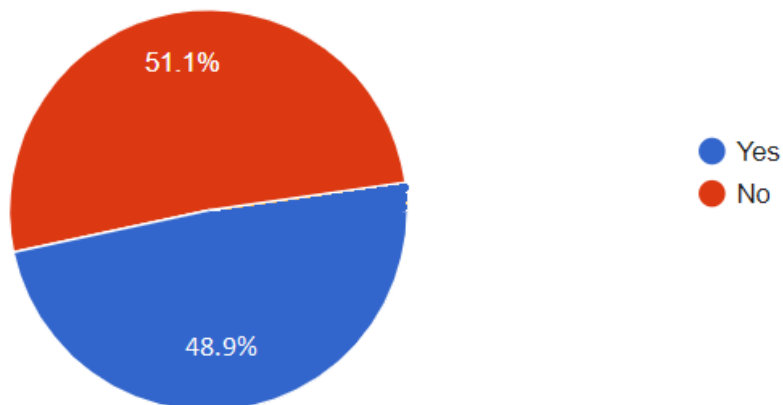
When asked if managers use their authority to get ahead in their careers, 61% of employees said it happens sometimes. Meanwhile, 18% of employees said that managers often use politics to advance their careers, and a small percentage said it rarely or never happens.

7. To what extent do you believe workplace politics affect promotions/Appraisals in your organization?



When asked if workplace politics affect promotions or appraisals, 48% of the participants said it happens to some extent, while 25% said it happens slightly. A significant 18.2% responded that politics does affect promotions or appraisals, while only a very small percentage said that politics does not exist in their workplace.

8. Have you ever felt that someone else was given more credit for your work due to politics?



About the same percentage of employees agreed and disagreed that they experienced someone else receiving credit for their work due to workplace politics. Additionally, only a few respondents provided specific examples of such incidents where they listed that someone else was given credit due to favouritism and lack of transparency.

**Comments from participants:**

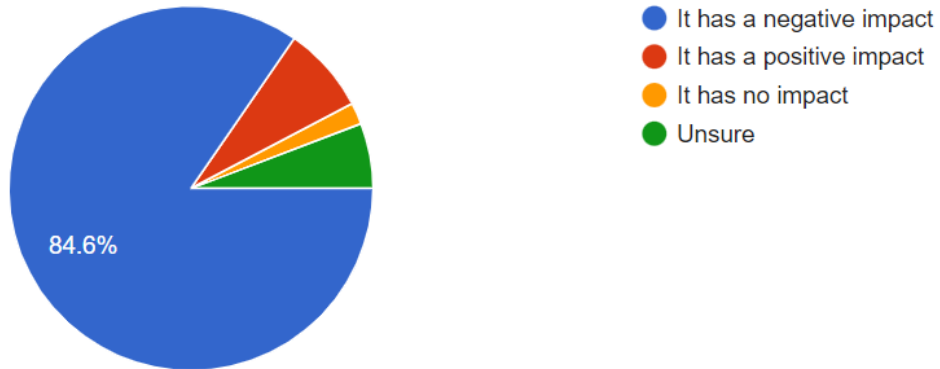
(1) A beautiful girl was given credit in front of me even though they know I'm working hard

(2) I was working for a major US banking client and there was another resource from our team who used to have client interactions on behalf of the team. I have automated a few test and release pipelines using DevOps, but he articulated to the client that he led and developed that and got appreciation mail from the client. Lack of inclusive and transparent communication channels led to such bias.

(3) Person who is in the favour of the manager is frequently appreciated in front of everyone, where the person is not his/her work won't be visible to the manager.

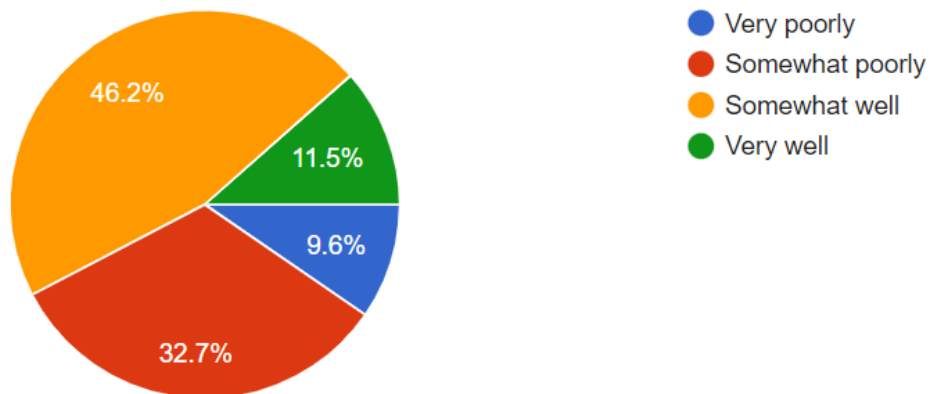
(4) Some are favourites of managers

**9. Do you think workplace politics affects employee morale and productivity in multicultural organizations?**



84% of the participants in the survey agreed that WOP has a negative impact on employee morale and productivity. On the other hand, only 9.1% of participants thought that WOP has a positive impact, and a small number of participants were unsure or thought that WOP has no impact at all.

**10. How well do you think your organization manages workplace politics?**



Most of the employees with 46% answered that their organization handles workplace politics somewhat well, while 32% responded that their organization handles it somewhat poorly. An equal percentage of 11.5% responded that their organization manages workplace politics either very well or very poorly.

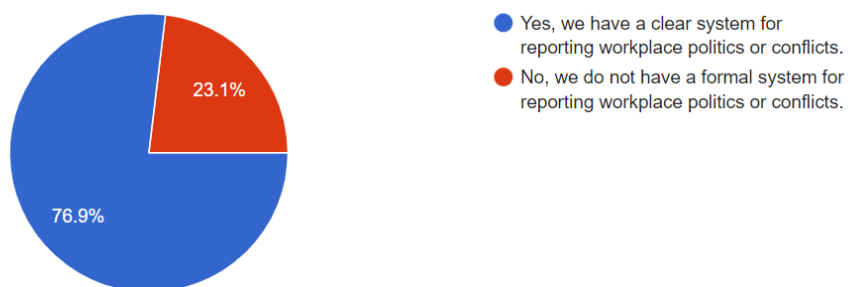
**11. Which of the following strategies are adopted by your organization to manage workplace politics?**



- Having a zero-tolerance policy for unethical behaviour and conflicts of interest. (from graph)

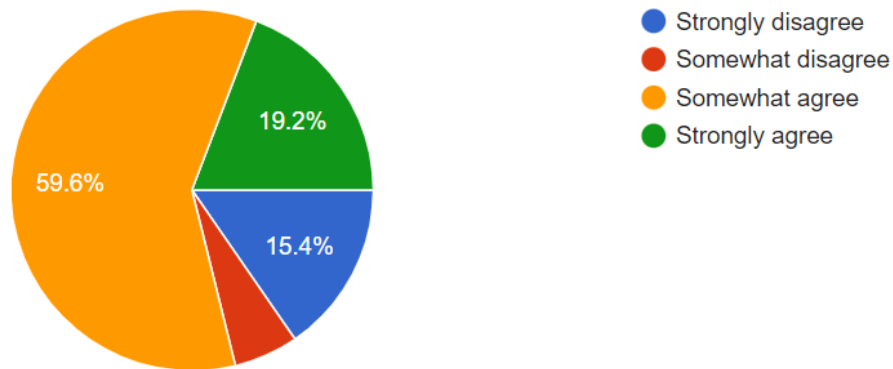
When employees were asked about the strategies used by their organizations to manage workplace politics, 40% of them responded with all the options given. Among the given options, 15% of employees mentioned that their organizations encourage collaboration and teamwork and encourage open communication and transparency. Only a few (9%) mentioned that their organizations provide diversity and inclusion training to employees and establish clear policies and procedures for decision-making.

**12. Does your organization have a formal system for reporting workplace politics or conflicts to HR or top management?**



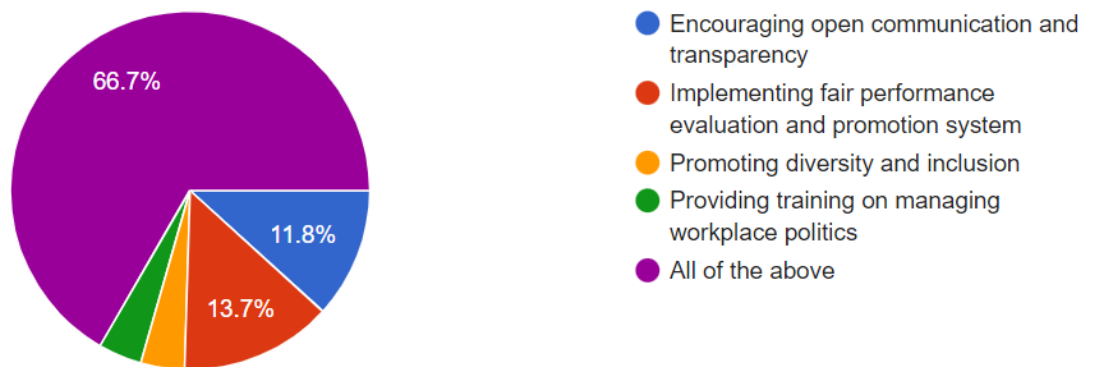
Most participants, about 77%, said that their organizations have a system in place for reporting conflicts or politics at work. In contrast, 23% of respondents said their organizations do not have a clear system for reporting such issues.

13. Do you believe that training programs (such as Leadership development training or Ethics and values training) can help mitigate the effects of workplace politics?



Most of the employees believe that training programs like Leadership development training or Ethics and values training can somewhat reduce the negative effects of workplace politics. However, about 19% of employees strongly agree with this statement, while another 15% strongly disagree.

14. What strategies do you think your organization could adopt to mitigate the negative effects of workplace politics?



Most employees, about 66%, believe that various strategies such as promoting open communication, implementing fair performance evaluations, providing training, and promoting diversity can be used to lessen the negative effects of workplace politics. Only a small percentage, less than 11%, chose providing training and promoting diversity. Additionally, 13% of participants felt that there was no fair performance evaluation system and, as a result, chose implementing fair performance evaluation and promotion systems.



## Summary of Quantitative Analysis:

To summarize, the survey identified that workplace politics exists to some extent in all organizations, the primary cause is lack of fairness and transparency in decision-making. About half of the employees have witnessed workplace politics, and some have personally faced discrimination based on gender, race, or ethnicity. Workplace politics have a negative impact on employee morale and productivity, with most employees feeling that different strategies can be utilized to reduce their negative effects. Most organizations have a system in place for reporting conflicts or politics, but not all of them use it effectively. Only a small percentage of employees believe that training programs like leadership development or ethics and values training can significantly reduce the negative effects of workplace politics.

### 4.3 Findings and data analysis (Qualitative research)

This chapter will provide the details provided by the top management during the interviews and observe what the managers said, and their statements will be analysed for similarities or differences. This helps to ensure that the research is based on real data and is closely related to the research questions.

#### (i) Nature and factors contributing to workplace politics in multicultural Organizations

After examining the responses of all six managers to the question of workplace politics, we can see that the managers had differences in their views on the nature and factors of workplace politics. However, there are some similarities and differences in their responses. All managers agree that workplace politics involve the use of power and influence to gain advantage or to advance in their careers. They also recognize that workplace politics can be both positive and negative, depending on how it is used.

Manager's responses differ on whether workplace politics is healthy or not. Manager 1 and Manager 5 see workplace politics as always, a negative and unhealthy practice that can lead to negative comments, gossip, and unfair treatment of employees. On the other hand, Manager 3 views workplace politics as a necessary evil that can help individuals achieve career advancement and achieve their goals and has also found that it can lead to unhealthy competition, unfair treatment, and disagreements.

From their responses another difference identified is their perception of the impact of cultural diversity on workplace politics. Manager 4 believes that different cultures can lead to misunderstandings and miscommunication which results in negative workplace politics, but also acknowledges that they can bring different views and ideas to the table, leading to creativity, innovation and problem solving with great results.

In conclusion, the responses of managers provide insight into their personal experiences and perceptions of workplace politics. While there are some differences in their answers, they all agree that workplace politics can be good and bad and that promoting a culture of transparency, open communication, and equal opportunities can minimize negative politics.

### **(ii) How do employees perceive organizational politics**

The responses from all the managers suggests that employees generally perceive organizational politics to be negative, especially those who lack political skills or are at lower levels of the organization. Some employees view politics as a means of socializing, while others perceive it as leading to favouritism and exclusion of others due to their cultural differences. However, Manager 3 said that the importance of building a culture of trust and open communication is essential to reduce negative perceptions of organizational politics. Managers 4 and 5 also highlighted that transparency and fairness need to be promoted in decision-making to minimize the negative impact of workplace politics. Finally, Manager 6 said that politics can occur at any level of the organization (either low level or top management) and suggested that regular training on communication and leadership skills and to build a system for addressing complaints and grievances as ways to mitigate negative effects.

Overall, the responses from the managers suggest that creating a positive work environment based on transparency, fairness, and open communication is crucial for reducing negative perceptions of workplace politics.

### **(iii) How cultural differences impact workplace politics**

All the managers in this group have shared their experiences on how cultural differences affect workplace politics. They said that cultural differences can create misunderstandings, mistrust, conflicts, and power struggles. They also recognize the importance of acknowledging and addressing these differences to prevent workplace politics from becoming a problem.

Manager 1 and Manager 2 both had experiences working with multicultural teams. They acknowledge the importance of building trust, creating an environment where everyone feels comfortable expressing their opinions, and establishing clear communication channels. They also agree that by acknowledging and addressing cultural differences, it's possible to build stronger relationships and trust among the employees, avoid misunderstandings and conflicts, and work more collaboratively and effectively towards organizations goals.

Manager 3 shared an instance of how cultural differences can affect how employees perceive and engage in workplace politics. They pointed out that people from different cultures have different ways of addressing issues, and this can create misunderstandings, and create opportunities for politics to emerge. They recommend providing cultural training to employees and encouraging open communication and understanding among team members to prevent workplace politics from becoming a problem.

Manager 4 and Manager 5 discussed how cultural differences affect workplace politics in India. Manager 4 shared an experience working with a team that had members from different regions of India. They pointed out that different regions and communities may have different values and beliefs that can impact how employees perceive and engage in politics. Manager 5 shared a similar experience and pointed out that building personal relationships and connections is highly valued in some regions of India, and this can lead to the formation of informal networks that may influence decision-making and power dynamics in the workplace.

Overall, these managers have shown that cultural differences can have a significant impact on workplace politics, and it's important for organizations to recognize and address these differences to prevent workplace politics from becoming a problem. Providing cultural training to employees, creating an environment where everyone feels comfortable expressing their opinions, and establishing clear communication channels can help build stronger relationships and trust among team members, avoid misunderstandings and conflicts, and work more collaboratively and effectively towards shared goals.

#### **(iv) Is organizational politics always negative?**

Managers have varying opinions on organizational politics. While some believe that politics can have positive effects, others believe that it's almost always negative. Manager 1 argues that personal goals aligned with organizational goals can create a healthy competitive environment that drives innovation and growth. However, Manager 3 argues that politics leads to ego clashes and conflicts among employees, which results in a lack of cooperation and harmony in the workplace.

Manager 2 and Manager 4 both believe that politics can be either positive or negative, depending on individual perception. Manager 2 explains that negative politics creates barriers to implementing changes or making decisions that benefit the organization's welfare or competitiveness, while positive politics is necessary to facilitate communication and cooperation between different departments or individuals. Manager 4 argues that positive politics happens when people work with influential people to help them achieve their career goals without sacrificing their values or the organization's values.

Manager 5 emphasizes that positive politics exists and can be beneficial for the organization, and individuals should focus on finding a win-win solution that makes everyone happy and maintains good relationships between colleagues. They suggest that conflicts can arise in any workplace, but it is essential to handle them professionally without causing harm to others. Manager 6 suggests taking planned steps to eliminate toxic behaviours that are a part of politics and identifying what is good and bad. They also suggest providing training sessions for those who tend to engage in negative politics and transforming their behaviour by being assertive and making them understand the importance of being honest and transparent.

Overall, while the managers' responses have differing views on the effects of organizational politics, they all agree that it exists and is inevitable to some extent. They suggest focusing on transforming negative behaviour and promoting positive behaviour to ensure a healthy and cooperative work environment.

**(v) What impact does workplace politics have on employee's productivity?**

All the managers are discussing how workplace politics can negatively impact employee performance. However, their viewpoints differ on the reasons behind this impact.

Manager 1 and Manager 3 believe that it's the perception of workplace politics that affects employee performance. Manager 1 thinks that negative and pessimistic attitudes of employees can create the belief that politics is happening, leading to poor performance. Manager 3 thinks that rumours and subgroups created due to this perception lead to a decline in productivity.

Manager 2, on the other hand, focuses on emotional intelligence as a factor. They suggest that employees with low emotional intelligence are more susceptible to negative perceptions of politics, leading to poor performance. Manager 2 also talks about biased performance appraisals as a contributing factor.

Manager 4 also highlights the negative impact on employee trust in the company due to politics, resulting in employees not caring about improving their work or withdrawing from work whereas manager 5 discusses how negative behaviour can arise due to perceptions of politics, and their approach to addressing such behaviour and Manager 6's viewpoint is based on the perceived unfair distribution of power and discrimination, leading to anxiety and poor performance.

These findings suggest that addressing negative perceptions of workplace politics can be crucial in maintaining a positive work environment and improving employee performance. Measures such as open communication, fair performance appraisals, and providing a supportive work environment can help reduce perceptions of politics and improve employee performance. Additionally, addressing emotional intelligence and discrimination issues can also be important in preventing negative perceptions of politics.

**(vi) How does workplace politics affect employees' loyalty and willingness to remain with the organization?**

All managers agreed that workplace politics can affect employee commitment and lead to negative consequences for the organization. However, they had different explanations for why and how politics affects employees.

Managers 1 and 2 suggested that when employees perceive a lot of politics at work, they become disheartened and less emotionally connected to the organization. This affects their behaviour, attitude, and level of commitment to the organization's goals. Manager 2 also highlighted that when employees feel like managers are only making decisions to benefit themselves, they may want to quit whereas manager 3 gave an example of when the company couldn't give employees the things they wanted, and employees thought it was because of politics. This made many employees want to leave their jobs.

Manager 4 explained that employees feel politics when they are not clear on their roles and responsibilities and managers don't help them achieve their goals and feel that they are not

included in important decisions. High perceptions of politics can also lead to absenteeism and employees wanting to leave, even if the company offers them extra money to stay.

Manager 5 noticed that employees don't seem to care much about the company and don't work towards its goals, which shows they're not committed to their work. This is due to politics in the workplace, which leads to low commitment and employees looking for other jobs. Finally, Manager 6 suggested that workplace politics can create fear and insecurity, leading employees to waste time, gossip, take long breaks, or not participate in training. This can make employees less committed and start looking for other jobs or requesting transfers to different departments or locations.

In summary, all managers agreed that workplace politics can negatively impact employee commitment, leading to absenteeism, turnover, and poor performance. They also identified several ways that workplace politics can affect employee commitment, including perception of unfairness, lack of clarity on roles and responsibilities, fear and insecurity, and disconnection from the organization's goals.

**(vii) How do you ensure that employees from diverse backgrounds feel included and valued in the workplace?**

All six managers share a commitment to promoting diversity, equity, and inclusion in the workplace. They all recognize the importance of creating an environment where employees from diverse backgrounds feel valued, respected, and supported.

Manager 1 emphasizes the need to actively listen to employees from diverse backgrounds, understand their needs, and incorporate their ideas and suggestions into company policies and practices. Manager 2 focuses on treating all employees fairly and equitably and creating a welcoming environment where everyone feels valued and respected.

Manager 3 emphasizes the importance of creating opportunities for employees from diverse backgrounds to connect with each other and with management whereas manager 4 highlights the company's commitment to promoting diversity and actively seeking out and promoting employees from diverse backgrounds.

Manager 5 emphasizes the importance of communication in promoting inclusivity in the workplace and addressing any concerns or issues promptly and respectfully. Manager 6 focuses on promoting diversity in all aspects of the company, from hiring practices to company events.

Overall, the manager's responses suggest that promoting diversity, equity, and inclusion is a multifaceted process that requires active engagement and commitment from all levels of the organization. The findings suggest that promoting a culture of inclusivity requires ongoing efforts to listen to employees, provide resources and support, promote communication, and dialogue, and create a welcoming and supportive environment for all employees.

**(viii) Do you believe it is possible to completely eliminate organizational politics in the workplace?**

In this we see that managers have different opinions regarding the possibility of completely getting rid of office politics. Managers 1 and 4 believe that it's not possible to eliminate it entirely, while managers 2, 3, and 6 think that it can be minimized or used in a positive way. Manager 5 chose not to respond to the question. Managers 2 and 6 suggest that the focus should be on reducing the negative impact of politics, while manager 3 emphasizes being proactive and building strong networks to minimize its negative impact. Managers 2, 3, and 4 all suggest promoting open communication, teamwork, and transparency in HR policies to reduce negative politics.

In conclusion, managers have different perspectives on workplace politics, but there is a consensus that it cannot be eliminated. However, strategies can be implemented to reduce its negative impact, such as building strong networks, encouraging open communication and teamwork, and promoting fair and transparent HR policies.

**(ix) What steps do you take to manage workplace politics in your organization?**

The six managers' responses indicate different perspectives on how to manage workplace politics. All managers agree that good leadership is necessary to address this issue. They emphasize the importance of creating a positive work environment and treating employees fairly and ethically. However, there are some variations in their suggestions.

Manager 1 and Manager 2 focus on developing employees' skills and behaviours to manage workplace politics positively. Manager 1 suggests that leaders act as mentors and set positive examples for their followers, whereas Manager 2 suggests that good leaders encourage their followers to be proactive and work together towards organizational goals. Manager 3 suggests that leaders should identify employees' unmet needs and create plans to fulfil them. They emphasize the importance of participative leadership and transformational leadership, which can change people's behaviour.

Manager 4 suggests that employees should be engaged and involved in decision-making to feel cared for and part of the organization. They prefer "distributed leadership" which treats everyone equally and encourages creative thinking whereas Manager 5 and Manager 6 suggest that employees should receive counselling and training to become skilled in politics. They emphasize the importance of understanding power dynamics in the organization and building connections with politically influential people while remaining loyal to the organization's goals.

Overall, the managers suggest that a positive approach to workplace politics involves creating a supportive and collaborative work environment, developing employees' skills and behaviours, identifying, and fulfilling employees' needs, and building connections with politically influential people while remaining committed to the organization's goals.

## Summary of Qualitative Analysis

Based on the six interviews conducted with managers from various organizations, several key findings were identified regarding workplace politics and its impact on employee productivity, commitment, and inclusivity. The managers agreed that workplace politics exists in all the organizations and can negatively impact employee job satisfaction and commitment, leading to absenteeism, turnover, and poor performance. The reasons behind this impact varied, with some managers attributing it to the perception of politics, emotional intelligence, biased performance appraisals, and discrimination.

The managers also emphasized the importance of promoting diversity, equity, and inclusion in the workplace to ensure that employees from diverse backgrounds feel valued, respected, and supported. This requires ongoing efforts to listen to employees, provide resources and support, promote communication, and dialogue, and create a welcoming and supportive environment for all employees. Regarding the possibility of eliminating organizational politics in the workplace, managers had different opinions, with some believing that it's not possible to eliminate it entirely while others suggested that it can be minimized or used in a positive way. However, all managers agreed that reducing the negative impact of politics should be the primary focus.

Overall, the findings suggest that addressing negative perceptions of workplace politics, promoting diversity and inclusivity, and promoting open communication, teamwork, and transparency in HR policies can help reduce the negative impact of workplace politics and improve employee productivity and commitment.

## Chapter 5

### Discussions

In this chapter, we will discuss the results obtained from analysing the data and literature review. We will see how our analysis connects with existing literature. We will compare the survey results with the detailed information given by managers in the interviews. This will help us understand how lower-level employees perceive workplace politics compared to managers, who make the decisions in the organization.

In terms of the employee's characteristics, the survey had mostly people who had been working in their organizations for 2-4 years (41%), followed by those who had been there for 4-6 years (33%). Only a small percentage (14%) had worked there for more than 6 years.

#### **Connection with Existing literature:**

The findings from our survey and interviews provide insights into workplace politics in multicultural organizations in India. Findings reveals similarities and differences with existing literature, and highlights areas for future research.

The survey results align with previous studies that found that workplace politics can lead to negative outcomes for individuals and organizations (Ferris et al., 2002; Ferris et al., 2007). Participants in our survey reported experiencing various forms of workplace politics such as favouritism, manipulation, and gossip. These findings are consistent with previous research on the topic, which suggests that politics can create a toxic work environment and lead to decreased job satisfaction, increased stress, and employee turnover. (Ferris et al., 2002; Kamar et al., 2013).

However, our analysis also reveals some unique aspects of workplace politics in multicultural organizations in India. For instance, participants in our interviews highlighted the importance of understanding cultural norms and values to navigate workplace politics successfully. They also reported experiencing politics related to language barriers, where certain individuals or groups may use their language skills to form separate groups and to gain an advantage in the workplace. These findings align with previous research on the role of culture in workplace politics (Ferris et al., 2002). However, they also highlight the need for more research on the specific challenges faced by multicultural organizations in India.

In conclusion, our findings align with existing literature on workplace politics, but also highlight the unique challenges faced by multicultural organizations in India.



## **Comparison of survey results with detailed information given by managers in interviews:**

The comparison between the survey results and the detailed information provided by managers in interviews showed some similarities and differences. The survey results indicated that workplace politics is prevalent in multicultural organizations, and managers also reported the same during the interviews. However, the manager's responses provided more detailed information on the causes of workplace politics, the strategies used to manage politics, and the impact of politics on employee job satisfaction and productivity.

The survey results indicated that cultural diversity, lack of fairness and transparency in decision-making contributes to workplace politics, and managers' responses confirmed this. Managers stated that cultural differences and lack of transparency among employees lead to misunderstandings, conflicts, and power struggles, which are key drivers of workplace politics. Additionally, the managers' responses provided detailed information on the strategies used to manage workplace politics, including transparency, communication, and conflict resolution.

## **Examination of how politics affects the organization and its members:**

The study found that workplace politics has a negative impact on employee job satisfaction and productivity. The survey results revealed that employees who experienced politics at work reported lower job satisfaction and were less productive. Similarly, the manager's responses confirmed that workplace politics affects employee motivation and performance, leading to higher absenteeism, employee retention, and lower morale.

Furthermore, the study found that workplace politics has a negative impact on the organization's culture and productivity. The presence of politics creates a toxic work environment that affects cooperation between employees, lack of communication, and collaboration, leading to a decline in organizational performance. Additionally, managers reported that workplace politics creates a culture of fear and distrust, which leads to reduced employee engagement and innovation, and they feel disconnected with the organization.

To conclude, the discussions of this study suggest that workplace politics is prevalent in multicultural organizations in India, and in most cases, it shows negative affects employee job satisfaction, productivity, and organizational performance. Therefore, organizations must create a culture of openness, trust, and collaboration to reduce the prevalence and negative effects of workplace politics.

## Chapter 6

### Conclusion

The workplace is a complex social environment where people from diverse backgrounds and cultures interact and work together. This thesis has explored the topic of workplace politics in multicultural organizations in India. Through surveys and interviews with employees and managers, the study aimed to gain insights into the political behaviours and practices that occur in such organizations.

The findings of this thesis revealed that workplace politics is a common phenomenon in multicultural organizations in India, and it has both positive and negative effects on the organization and its members. The study also found that different forms of political behaviours, such as networking, building alliances, and lobbying, are used by employees to gain power, influence, and control over resources in the organization.

These findings connect well with the existing literature on workplace politics, which has demonstrated that political behaviours occur in organizations globally and affect various aspects of organizational life, such as job satisfaction, performance, and turnover. The present study adds to the literature by providing insights into the unique cultural context of India and its impact on workplace politics.

Furthermore, the results of the surveys and interviews with managers match up with existing literature that highlights the importance of leadership and management practices in shaping the political climate of an organization. The study found that managers play a crucial role in managing political behaviours by setting clear expectations, providing feedback, and fostering a culture of transparency and fairness.

Comparing both the survey results with the detailed information provided by managers in the interviews revealed some similarities and differences between the two sources of data. Both the surveys and interviews highlighted the prevalence of political behaviours in the organization, and the impact of cultural factors on these behaviours. However, the interviews provided a more detailed understanding of the political practices used by employees and the strategies used by managers to manage political behaviours.

Further, the study examined how politics affects the organization and its members. The research revealed that workplace political behaviours have both positive and negative effects on the organization and its members. On the one hand, political behaviours can be a way for employees to navigate complex organizational structures, gain influence, and advance their careers. On the other hand, political aspects can lead to conflicts, distrust, and reduced job satisfaction among employees.

In conclusion, this thesis has provided insights into the phenomenon of workplace politics in multicultural organizations in India. The findings have highlighted the unique cultural context of

India and its impact on political behaviours. The study has also demonstrated the critical role of leadership and management practices in shaping the political climate of an organization. The research has implications for managers and organizations that operate in multicultural contexts, highlighting the need for transparency, fairness, and clear communication in managing workplace politics.

## **6.2 Linking objectives with the conclusions based on findings**

### **1. To identify the factors contributing to workplace politics in multicultural organizations in India.**

Based on the survey and interview results, several factors were identified as contributing to workplace politics in multicultural organizations in India. These factors include cultural differences, communication barriers, power struggles, favouritism, and personal biases. The findings suggest that organizations must be aware of these factors and take necessary steps to address them to create a more inclusive work environment. This objective was successfully achieved through this study, and the findings provide insights into the factors that contribute to workplace politics in multicultural organizations in India.

### **2. To examine the impact of workplace politics on employees' motivation, job satisfaction, and overall well-being in multicultural organizations in India.**

The findings of this thesis suggest that workplace politics can have a significant negative impact on employee's motivation, job satisfaction, and overall well-being in multicultural organizations in India. The survey results indicate that employees who experience workplace politics are more likely to feel stressed, anxious, and dissatisfied with their jobs. The interview results also suggest that workplace politics can lead to a lack of trust and collaboration among employees, which can ultimately harm the organization's overall performance. Based on these findings, it is important for multicultural organizations in India to address workplace politics and create a more positive and supportive work environment for their employees.

### **3. To analyse the strategies adopted by multicultural organizations in India to manage workplace politics.**

The findings of the study have revealed that multicultural organizations in India employ various strategies to manage workplace politics. These strategies include implementing transparent communication channels, providing training and development programs to employees, and promoting diversity and inclusion in the workplace. The interview results showed that managers were aware of the importance of effective communication in reducing workplace politics, and many organizations had implemented measures such as open-door policies and feedback mechanisms. Furthermore, several companies offered training and development programs to help employees develop their skills and knowledge and enhance their understanding of diversity and cultural differences. Finally, organizations also promoted diversity and inclusion by providing equal opportunities for all employees and encouraging respect for different opinions and perspectives.

These findings suggest that organizations in India are taking steps to manage workplace politics and promote a harmonious work environment.

**4. To develop recommendations for multicultural organizations in India to create a more inclusive and harmonious work environment and effectively manage workplace politics.**

Based on the findings, the following recommendations can be made for multicultural organizations in India to create a more inclusive and harmonious work environment and effectively manage workplace politics:

1. Develop a code of conduct that clearly defines acceptable workplace behaviour, including guidelines on communication, conflict resolution, and power dynamics.
2. Provide regular training and workshops for managers and employees on diversity, equity, and inclusion, as well as effective communication and conflict resolution skills.
3. Encourage open and transparent communication channels, including regular feedback sessions and grievance redressal mechanisms, to address any issues related to workplace politics.
4. Implement fair and transparent performance evaluation and reward systems that are based on merit and objective criteria.

By implementing these recommendations, multicultural organizations in India can create a more inclusive and harmonious work environment, effectively manage workplace politics, and ultimately improve employee motivation, job satisfaction, and overall well-being.

## **Chapter 7**

### **Recommendations**

After analysing all the results and findings made in this research, the following recommendations can be made for multicultural organizations in India and these recommendations can also be applied to various organizations in different countries to create a more inclusive and harmonious work environment and to manage workplace politics effectively.

#### **Recommendation 1**

##### **Develop a code of conduct:**

It is recommended that multicultural organizations in India should develop a code of conduct which clearly defines acceptable workplace behaviour. This is crucial as it sets the standard for workplace behaviour and ensures that everyone in the organization is on the same page. The code of conduct should include guidelines on communication, conflict resolution, and power dynamics.

Communication is a key factor in managing workplace politics in multicultural organizations. Clear and effective communication helps to build trust, respect, and understanding among employees. Multicultural organizations should develop guidelines for communication that emphasize the importance of active listening, empathy, and clear and concise messaging. It is important to ensure that all employees have access to these guidelines and that they are regularly reviewed and updated.

Conflict resolution is another important aspect that should be addressed in the code of conduct. Multicultural organizations should provide training to employees on how to handle conflicts in a respectful manner. The code of conduct should also provide guidelines on how to report conflicts, and what steps to take if conflicts cannot be resolved at the individual level. By providing employees with clear guidelines, multicultural organizations can reduce the negative impact of workplace politics on employee's motivation and well-being.

Power dynamics are a major contributing factor to workplace politics in multicultural organizations. The code of conduct should clearly define the distribution of power and decision-making processes within the organization. It should ensure that all employees are treated with fairness and respect, regardless of their race, ethnicity, gender, or any other characteristic. The code of conduct should also provide guidelines on how to report any incidents of abuse of power, and what steps to take if such incidents occur. By addressing power dynamics in the code of conduct, multicultural organizations can create a more inclusive and harmonious work environment.

In practice, developing a code of conduct that clearly defines acceptable workplace behaviour can involve several steps. First, the organization's leadership should involve employees from diverse backgrounds in the development of the code of conduct to ensure that it is reflective

of the organization's diversity. Second, the code of conduct should be drafted in clear and concise language that is easily understandable by all employees. Third, the code of conduct should be communicated to all employees through various channels, such as employee training sessions, company intranet, or employee handbooks. Fourth, the organization should establish a system for monitoring compliance with the code of conduct and providing employees with the necessary support and resources to adhere to it.

In conclusion, developing a code of conduct that clearly defines acceptable workplace behaviour, including guidelines on communication, conflict resolution, and power dynamics, is essential for multicultural organizations in India to manage workplace politics. By implementing this recommendation, multicultural organizations can create a more inclusive and harmonious work environment, reduce the negative impact of workplace politics on employees' motivation and well-being, and promote a culture of respect and fairness.

## **Recommendation 2**

### **Provide regular training and workshops for managers and employees:**

We recommend that multicultural organizations in India provide regular training and workshops for their managers and employees on diversity, equity, and inclusion, as well as effective communication and conflict resolution skills. This recommendation is important because it can help reduce workplace politics and create a more inclusive and harmonious work environment.

To implement this recommendation, organizations should first assess the current level of diversity, equity, and inclusion training in their workplace. This can be done through surveys, interviews, or other methods of data collection. Once the current level of training is determined, organizations can design training programs that are specific to their needs and goals.

The training should cover topics such as cultural competency, unconscious bias, communication styles, and conflict resolution. The training can be conducted in a variety of formats, such as in-person workshops, online courses, or a combination of both. The training should be mandatory for all managers and employees, and it should be conducted regularly to reinforce the importance of diversity, equity, and inclusion in the workplace.

To ensure the effectiveness of the training, organizations should measure its impact through surveys or other feedback mechanisms. This will help identify areas where additional training or resources may be needed.

In addition, organizations should provide opportunities for employees to apply what they have learned in the training to their daily work. For example, organizations can encourage employees to participate in cross-functional teams or multicultural events to apply their new skills and knowledge. This will help create a more inclusive and diverse workplace culture.

In summary, providing regular training and workshops for managers and employees on diversity, equity, and inclusion, as well as effective communication and conflict resolution skills, is

a critical step for multicultural organizations in India to reduce workplace politics and create a more inclusive and harmonious work environment.

### **Recommendation 3**

#### **Encourage open and transparent communication channels.**

Encouraging open and transparent communication channels is essential for creating a positive work environment in multicultural organizations. To implement this recommendation, the following steps can be taken:

**1. Provide regular feedback:** Regular feedback sessions can help employees improve their performance and feel valued. Organizations should provide regular one on one feedback to their employees on their performance and encourage employees to provide feedback to their managers as well.

**2. Use technology to improve communication:** Technology can be used to enhance communication in multicultural organizations. This can include video conferencing, instant messaging, and collaboration tools that allow employees to communicate effectively with colleagues from different locations.

**3. Foster a culture of transparency:** Transparency should be a core value of the organization, and leaders should encourage it by setting an example of transparency in their actions and decisions. This can help build trust among employees and lead to better communication.

In conclusion, encouraging open and transparent communication channels is crucial for the success of multicultural organizations. By implementing clear communication guidelines, providing regular feedback, using technology to enhance communication, and fostering a culture of transparency, organizations can create a more inclusive and harmonious work environment where all employees feel valued and heard.

### **Recommendation 4**

#### **Implement fair and transparent performance evaluation.**

One of the key recommendations for managing workplace politics in multicultural organizations is to implement fair and transparent performance evaluation and reward systems. Such systems should be based on merit and objective criteria rather than subjective opinions or biases. The purpose of this recommendation is to create a sense of fairness and accountability among employees, and to reduce the potential for negative behaviours such as favouritism, discrimination, or retaliation.

To implement this recommendation, organizations can start by reviewing their current performance evaluation and reward systems to identify any biases or shortcomings. This can be

done through surveys or interviews with employees, as well as by analysing performance data and outcomes. Once any issues have been identified, steps can be taken to address them, such as revising evaluation criteria or providing training for managers on how to conduct fair evaluations.

In addition, organizations can consider implementing 360-degree feedback systems, where feedback is obtained from multiple sources, including peers, subordinates, and customers, in addition to the manager. This can provide a more well-rounded view of an employee's performance and can help to mitigate the potential for biases or subjectivity.

Another important aspect of fair and transparent performance evaluation and reward systems is the communication of expectations and criteria to employees. This can be done through regular performance feedback sessions, performance management training, or using performance dashboards and metrics. When employees understand what is expected of them and how they will be evaluated, they are more likely to be motivated and engaged in their work.

In conclusion, implementing fair and transparent performance evaluation and reward systems is a critical step in managing workplace politics in multicultural organizations. It can help to create a sense of fairness and accountability among employees, reduce the potential for negative behaviours, and improve overall employee motivation and engagement. By identifying any biases or shortcomings in current systems, and taking steps to address them, organizations can create a more inclusive and harmonious work environment.



## Chapter 8

### Limitations and Future Scope

#### 8.1 Limitations of the study

There are several limitations that need to be considered:

**1. Limited sample size:** The research was conducted in a limited number of organizations in India, which may not be representative of the experiences of all multicultural organizations in the country. Therefore, the results of this study cannot be generalized to the entire population.

**2. Potential biases:** The survey and interview participants may have provided biased responses due to the sensitive nature of the topic. They may have been hesitant to reveal their true thoughts and experiences about workplace politics, which may have affected the validity of the results.

**3. Subjectivity of data analysis:** The analysis of the survey and interview data was subjective, as it was based on the researcher's interpretations. This subjectivity may have influenced the findings and conclusions of the study.

**4. Time constraints:** Due to time constraints, the research could only be conducted over a limited period. This may have impacted the thoroughness of the data collection and analysis, which may have affected the accuracy and validity of the study.

Overall, while this study provides valuable insights into workplace politics in multicultural organizations in India, the limitations outlined above should be considered when interpreting the results and applying them in practice.

#### 8.2 Scope for future research

Based on the findings and limitations identified in this thesis, there are several areas for future research that could expand on this study:

**1. Comparative analysis:** This study focused on workplace politics in multicultural organizations in India. Future research could examine how workplace politics manifests in different cultural contexts and compare the findings across countries or regions.

**2. Longitudinal studies:** The data for this study was collected at a single point in time. Future research could conduct longitudinal studies to track changes in workplace politics over time and identify factors that contribute to the dynamics of workplace politics.

**3. Mixed methods approach:** This study used a combination of surveys and interviews to collect data. Future research could employ additional research methods, such as focus groups or

observations, to gather more comprehensive data and explore different aspects of workplace politics.

**4. Role of organizational culture:** This study focused on the impact of workplace politics on employee's motivation, job satisfaction, and overall well-being. Future research could examine how organizational culture influences workplace politics and how organizations can create a culture that discourages negative political behaviours.

**5. Impact of workplace politics on organizational outcomes:** This study explored the impact of workplace politics on individual employees. Future research could examine how workplace politics affects team dynamics, organizational performance, and overall business outcomes.

## References:

Jack Godwin PhD, *The Office Politics Handbook- Winning the game of power and politics at work*, 2013, Career Press & ISBN - 978-1-60163-279-1.

Mauricio Goldstein, Philip Read, *Games at Work - How to Recognize and Reduce Office Politics*, 2009, Jossey-Bass & ISBN- 978-0-470-26200-9.

Niven Postma, *You Can't Sit Out Office Politics*, Harvard Business Review, 2021

Mamta Sharma, *Politics at the workplace: What leaders need to do for a positive organizational culture*, hr.economictimes, 2021

Robert Greene (2000). *The 48 Laws of Power*, 978-0140280197

Ferris, G.R., Russ, G.S., & Fandt, P.M. (1989). *Politics in Organizations*. In L.L. Cummings & B.M. Staw (Eds.), *Research in Organizational Behavior* (Vol. 11, pp. 91-132). Greenwich, CT: JAI Press.

Blickle, G., Kramer, J., Zettler, I., & Walter, F. (2018). The interactive effects of trait and situational exposure to organizational politics on affective reactions and task performance. *Journal of Vocational Behavior*, 106, 1-11.

Kacmar, K. M., & Baron, R. A. (1999). Workplace emotions: The role of supervision and leadership. *Journal of Applied Social Psychology*, 29(11), 2329-2352.

Ferris, G. R., Russ, G. S., & Fandt, P. M. (1989). *Politics in Organizations*. In G. R. Ferris & K. M. Rowland (Eds.), *Research in personnel and human resources management* (Vol. 7, pp. 111-147). JAI Press.

Ferris, G. R., Perrewe, P. L., & Treadway, D. C. (2005). Political skill in organizations. *Journal of Management*, 31(3), 469-485

Pfeffer, J. (1981). *Power in organizations*. Pitman.

Kacmar, K. M., & Ferris, G. R. (1991). Perceptions of organizational politics scale (POPS): Development and construct validation. *Educational and Psychological Measurement*, 51(1), 193-205.

Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework*. John Wiley & Sons.

Mintzberg, H. (1979). *The structuring of organizations: A synthesis of the research*. Prentice-Hall.

Mishra, A. K., & Mishra, K. E. (2017). *Organizational politics and employee motivation*. In *Organizational politics: Building research-based theory and evidence-based practice*.

- Kaliannan, M., & Anantharaman, R. N. (2020). The influence of organizational culture on employee performance: A conceptual framework. *Academy of Strategic Management Journal*
- Tims, M., Bakker, A. B., & Derks, D. (2007). Political behaviour at work: The role of political skill. *Journal of Occupational Health Psychology, 12*(2), 145-155.
- Byrne, Z. S., & Hochwarter, W. A. "The Influence of Political Skill on the Relationship between Organizational Politics and Job Performance." *Journal of Occupational Health Psychology, vol. 11*
- Cho, J. & Park, S. (2009). The effect of organizational politics on job satisfaction and organizational commitment: A comparison between public and private organizations. *Public Personnel Management, 38*(1), 29-46.
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2017). *Strategic management: competitiveness and globalization*. Cengage Learning.
- Johnson, R. B., & Onwuegbuzie, A. J. (2004). Mixed methods research: A research paradigm whose time has come. *Educational researcher, 33*(7), 14-26.
- Morse, J. M. (2003). Principles of mixed methods and multimethod research design. In *Handbook of mixed methods in social and behavioural research* (pp. 189-208). Sage publications.
- Bhattacharjee, A. (2012). *Social Science Research: principles, methods, and practices*. Textbooks collection (Vol. 9).
- Denzin, N. K., & Lincoln, Y. S. (2011). *The SAGE handbook of qualitative research*. SAGE.
- Bryman, A. and Bell, E. (2011) *Business Research Methods*. 3rd Edition, Oxford University Press.
- Kothari, C. R. (2012). *Research methodology: Methods and techniques*. New Age International.
- Creswell, J. W. (2014). *Research design: qualitative, quantitative, and mixed methods approach* (4th ed.). Sage publications.
- American Psychological Association. (2017). *Ethical principles of psychologists and code of conduct*.
- British Psychological Society. (2014). *Code of ethics and conduct*.

## **APPENDICES:**

### **Transcripts of Managerial Interviews**

**Q1. How do you define workplace politics? Did you experience workplace politics in your organization? If so, please provide further details about the type and nature of workplace politics.**

#### **Manager 1:**

Manager (1) explains that workplace politics involves individuals or groups using their power and influence to achieve their personal goals or interests, even if it negatively affects others or the organization. This can include forming groups, manipulating information, and engaging in behaviours that may not be ethical or fair. Essentially, workplace politics is the use of tactics that are outside of normal work duties to gain an advantage or achieve personal gain, often at the expense of others.

He also stated that “Workplace politics can be fuelled by rumours and negative gossip, which can lead to negative workplace politics. I personally don't believe that politics is a healthy practice.....prefer to promote a culture of transparency and open communication within the workplace...” The manager highlights the importance of being aware of such behaviour and creating a culture that discourages it, while promoting transparency and fairness in the workplace.

#### **Manager 2:**

Manager 2 responded that workplace politics occurs naturally & when people work together in an organization, they interact with each other in various ways. This interaction can be formal or informal. Informal interactions that occur outside of official channels are called workplace politics. These interactions can either be positive or negative, depending on how they are used. Positive politics help in building relationships and trust among employees, whereas negative politics lead to conflicts and mistrust.

#### **Manager 3:**

Manager 3 mentions workplace politics as a necessary evil in many organizations. It can help individuals to advance their careers and achieve their goals, but it can also lead to unhealthy competition, resentment, and division.

He stated “workplace politics can take various forms, including favouritism towards individuals from a certain region or language group. For example, a manager from a certain region may show preference towards employees from the same region, leading to feelings of resentment and unfair treatment among employees from other regions and as a manager, it is important to understand the dynamics of workplace politics and to create a culture that encourages open communication, collaboration, and transparency.”

**Manager 4:**

Workplace politics can be described as the use of power and influence to gain an advantage or to protect oneself from perceived threats or challenges. It can involve behaviours such as gossiping, backstabbing, and favouritism.

Manager (4) stated “In my experience, workplace politics can be found in any organization, regardless of its cultural diversity..... However, in multicultural organizations where we have people from different backgrounds and cultures work together, there may be a higher likelihood of misunderstandings and miscommunications. These differences can sometimes lead to workplace politics if not addressed properly..... However, I believe that cultural diversity can also bring a range of perspectives and ideas to the table, leading to more creativity, innovation, and problem-solving.”

**Manager 5:**

“Yes, it is! The existence of politics is evident in nearly every organization and mostly results in negative outcomes. There are certain activities which are carried by employees to achieve desired outcomes.

For instance, let's say there are two employees from different cultural backgrounds who are vying for a promotion to a higher position. Employee A is from the same cultural background as the manager who is responsible for the promotion decision, while Employee B is from a different cultural background.

Employee A begins to use his cultural connection with the manager to his advantage. He starts inviting the manager to cultural events and sending him gifts that are specific to their shared culture. He also begins to spread rumours about Employee B, saying that he is not a team player and has made mistakes in the past.

Meanwhile, Employee B is not aware of these activities and continues to focus on his work. When the time for the promotion decision comes, the manager, who has been influenced by Employee A's tactics, chooses him for the promotion.” As a manager, it is important to promote transparency and equal opportunities for everyone, regardless of their cultural background or personal connections.

**Manager 6:**

Workplace politics can be seen as a complex and ever-changing phenomenon that is influenced by a range of factors such as individual personalities, organizational structure, and external pressures.

Manager (6) stated “that people in positions of power and authority often use politics to their advantage in difficult situations where quick decision-making and policy implementation are

necessary. In situations of uncertainty or emergency, decisions cannot always be made by consulting with lower-level employees, and instead need to be made quickly and This can be seen as political behaviour by employees.”

As a manager, it is important to be aware of these factors and to take a proactive approach to managing workplace politics by promoting open communication, setting clear expectations, and addressing conflicts in a constructive manner.

## **Q2. How do low-level employees perceive organizational politics according to your perspective?**

### **Manager 1:**

Manager 1 explains that employees perceive organizational politics as a negative influence on the workplace environment. They may feel that decisions are being made based on personal relationships or biases, rather than on merit or fairness. He further stated, “ Employees who are at lower positions in the organization and are not receiving satisfactory job positions or appraisals according to their expectations often believe that there is an element of politics involved because they were not part of a certain group or did not have a good relationship with their manager. The manager concluded that the lower-level employees are easily influenced by rumours and often perceive them negatively.”

### **Manager 2:**

Manager 2 stated “From my perspective as a manager, many employees tend to view organizational politics in a negative way, particularly those who lack political skills..... In some cases, employees view organizational politics as a means of socializing with their colleagues. For instance, socializing outside of work hours, exchanging gossip, or even giving favours to one another to get ahead. While this may seem harmless, it can lead to favouritism and exclusion of others, leading to negative perceptions and behaviour within the organization.”

### **Manager 3:**

Manager 3 responded “It's quite common for employees to relate politics with negative emotions like stress and anxiety. The very mention of the word politics can make them feel that something fishy is going on in the management. However, it's not entirely their fault that they perceive it that way. They might have had their own experiences or observed their colleagues fall victim to political traps. As a manager, it's crucial to understand this perception and take steps to ensure that all decisions and actions are transparent and fair. It's essential to build a culture of trust and open communication to reduce negative perceptions of organizational politics. By doing so, we can create a more positive work environment that benefits everyone.”

**Manager 4:**

Manager was a bit hesitant with the question and responded as follows

Manager 4: It's not just lower-level employees who have different perceptions towards workplace politics. Everyone at every level has their own views. How they view politics in the workplace depends on leadership, culture, and communication. However, employees at the lower level may be more vulnerable to being influenced by individuals who are politically savvy.

Interviewer: Okay, I see what you mean. How do you help lower-level employees who may be impacted by negative workplace politics?

Manager 4: We provide training on how to develop political skills and support them with counselling if they have any concerns or complaints. We aim to create a culture of transparency and fairness so that employees can trust us and our decisions. For example, we recently made some changes to our company's policies, and we communicated the reasons behind the changes and how they would benefit everyone. This way, they could see that the changes were not driven by politics but were made for the benefit of everyone.

**Manager 5:**

Manager 5: Workplace politics can create a negative perception among employees, especially those at the lower level and middle management. They often feel that decisions made by senior management are politically motivated and may not benefit them or their teams. I have personally witnessed this during meetings, where employees cross-question the senior management and express their doubts and suspicions about decisions and policies.

Interviewer: That sounds challenging. How do you address these negative perceptions?

Manager 5: We try to create a culture of transparency and open communication. We ensure that all employees understand the reasons behind the decisions we make and how they benefit the organization. We also encourage employees to voice their concerns and feedback, and we take them into account while making decisions. By doing so, we create an environment where employees feel valued and respected, and it reduces the negative perceptions towards politics in the workplace.

Interviewer: That's a good approach. Have you seen any positive outcomes from this?

Manager 5: Yes, we have seen positive outcomes, such as increased trust among employees and better collaboration between teams. We also have seen a decrease in negative perceptions towards politics. However, it's important to note that we can't eliminate politics in the workplace, but we can minimize its negative impact by promoting a culture of transparency and fairness.



**Manager 6:**

Manager 6: Well, to talk about organizational politics, we need to understand that it's not limited to a certain group of employees. It's widespread across the organization. People tend to perceive politics negatively and believe that it can lead to misfortunes. But it's hard to say which level of employees think what. Personally, I don't have a very positive perception of politics in the workplace. Employees on the payroll, fixed-term contracts, and part-timers may have different perceptions of politics, which can be difficult to identify. Unfortunately, employees at every level may be victims of politics, which can involve acts such as backstabbing and backbiting.

Interviewer: That's interesting. So how do you deal with such situations?

Manager 6: We try to create a culture of transparency and fairness, which encourages open communication and reduces the scope for negative politics. We provide regular training on communication and leadership skills to our employees, which helps them develop a positive approach towards their work and colleagues. Additionally, we have a system for addressing complaints and grievances, which helps us resolve any issues that may arise due to politics in the workplace.

**Q3. Do you think cultural differences impact workplace politics in multicultural organizations?**

**Manager 1:**

Manager 1: Yes, cultural differences can certainly impact workplace politics in multicultural organizations. For instance, in some cultures, it's customary to express your views openly and directly, while in others, people tend to be more reserved and avoid confrontations. These differences can cause misunderstandings and conflicts in the workplace, especially when it comes to decision-making processes and leadership styles.

Interviewer: Can you give me an example of how cultural differences impact workplace politics in your experience?

Manager 1: Certainly. In one of my previous roles, I worked with a team that had members from different cultural backgrounds. There was a tendency for some team members to avoid direct confrontation and instead, express their disagreements indirectly or through third parties. This made it challenging to get everyone on the same page and reach a consensus on important decisions. As a manager, I had to work on creating an environment where everyone felt comfortable expressing their opinions openly and directly, while also respecting cultural differences.

Interviewer: That's interesting. How did you go about creating that environment?

Manager 1: We started by having team-building exercises that helped team members get to know each other better and understand each other's cultural backgrounds. We also made a conscious effort to encourage everyone to speak up during meetings and share their views without fear of

being judged. We also established clear communication channels and made sure everyone understood how decisions were made and the criteria used to evaluate them. This helped to build trust among team members and reduce misunderstandings based on cultural differences.

**Manager 2:**

Manager 2: I once worked with a team that included members from different countries, and there were significant differences in the way they communicated and interacted with each other. For example, I noticed that some team members were more comfortable challenging authority and openly disagreeing with their colleagues, while others were more reserved and tended to avoid conflict. This created a tension within the team that led to misunderstandings and mistrust.

Interviewer: How did you address this issue and manage the situation?

Manager 2: I started by acknowledging the cultural differences and openly discussing them with the team. We had several team-building sessions where we talked about the different communication styles and how we could work together more effectively. I also made sure to establish clear expectations for how we would communicate and interact with each other as a team. For example, I emphasized the importance of being respectful and avoiding personal attacks, even when we disagreed with each other.

Interviewer: Did these efforts have a positive impact on the team's dynamics and workplace politics?

Manager 2: Yes. By acknowledging and addressing the cultural differences, we were able to build stronger relationships and trust among the team members. We also became more aware of our own biases and assumptions, which helped us avoid misunderstandings and conflicts. As a result, we were able to work more collaboratively and effectively towards our shared goals.

**Manager 3:**

Definitely. Cultural differences can greatly affect how employees perceive and engage in workplace politics. For instance, in some cultures, people are expected to be loyal to their team or group, even if it means withholding information from others. In other cultures, transparency and sharing information are highly valued. This can lead to conflicts and power struggles within the organization.

For example, a multicultural organization may have a team with members from different countries who have different ways of addressing issues. A team member from a culture that values direct communication might speak up in a meeting and express their disagreement with the group's decision. However, another team member from a culture that values harmony might feel uncomfortable with this and choose to remain silent. This can lead to misunderstandings and resentment and create opportunities for politics to emerge.

It's important for organizations to recognize and address these cultural differences to prevent workplace politics from becoming a problem. This can involve providing cultural training to employees and encouraging open communication and understanding among team members. By doing so, employees can learn to appreciate and respect each other's cultural differences and work together more effectively.

**Manager 4:**

Yes, in India, cultural differences can play a significant role in workplace politics. India has a rich and diverse culture, and different regions and communities may have different values and beliefs that can impact how employees perceive and engage in politics. For example, in some parts of India, there may be a strong emphasis on respect for authority figures such as managers and supervisors, which can result in employees being hesitant to question or challenge their decisions.

Interviewer: That's interesting. Can you give me an example of how cultural differences have impacted workplace politics in your experience?

Manager 4: Sure. I once worked with a team that had members from different regions of India. One of the team members from a certain region had a more hierarchical mindset and believed that the manager's decisions should not be questioned, while another team member from a different region believed in a more collaborative approach where everyone's input was valued. This resulted in disagreements and conflicts during team meetings, and it was challenging to find a solution that worked for everyone.

**Manager 5:**

Manager 5: Yes, cultural differences can impact workplace politics in multicultural organizations in India. For example, in some regions of India, building personal relationships and connections is highly valued, and this can lead to the formation of informal networks that may influence decision-making and power dynamics in the workplace. In contrast, in other regions of India, more emphasis may be placed on following established rules and procedures rather than personal relationships.

Interviewer: Can you provide an example of how these cultural differences have played out in a workplace?

Manager 5: Sure. In one of my previous organizations, we had a team that consisted of employees from different regions of India. We noticed that the employees from the northern regions tended to form strong personal connections with each other and often socialized outside of work, which created a tight-knit group within the team. This group would often influence decision-making and create some tension with the other employees who were not part of their network. It was important for us as managers to be aware of these cultural differences and ensure that decisions were made fairly and transparently.

**Manager 6:**

Manager 6: Yes, cultural differences can impact workplace politics. For example, in some cultures, direct communication is valued, and people tend to speak their mind, even if it means disagreeing with their superiors. In other cultures, indirect communication is preferred, and people may be hesitant to disagree with authority figures.

Interviewer: Can you provide a real-life example of how cultural differences have impacted workplace politics in your organization?

Manager 6: Sure, we have a multicultural team, and we noticed that our employees from certain cultures tend to be more vocal and assertive in meetings, while others are more reserved and prefer to express their ideas privately. To address this, we've implemented a system where everyone has a chance to voice their opinions during meetings and can also provide feedback privately to their team leader. This way, we can ensure that everyone's voice is heard, regardless of cultural differences.

**Q4. Is organizational politics always negative? Please elaborate**

**Manager 1:**

Not necessarily. While it can have negative effects, it can also have positive effects. For example, if individuals can align their personal goals with the goals of the organization, it can create a healthy competitive environment that can drive innovation and growth. The key is to have a culture of transparency and fairness, where everyone feels that they have a stake in the success of the organization.

**Manager 2:**

Manager 2: Well, I believe that organizational politics can have both positive and negative effects. However, most employees view it as negative because it often leads to negative behaviour. It creates barriers to implementing changes or making decisions that benefit the organization's welfare or competitiveness.

Interviewer: That's interesting. Could you give me an example of how politics can create barriers?

Manager 2: Sure. Let's say that there's a proposed change in the company's structure that would benefit the organization's overall performance. However, some employees may resist the change because they feel it would affect their position or status within the company. This resistance can create barriers and slow down the implementation of the change.

Interviewer: I see. But you mentioned that some people view politics in a positive way. Can you tell me more about that?

Manager 2: Yes, some people with the right skills and mindset, such as foresight, networking abilities, and concern for the organization, can see politics in a positive way. They understand that some level of politics is necessary to facilitate communication and cooperation between different departments or individuals. They use their skills and abilities to navigate the politics in a positive way that benefits the organization.

Interviewer: So, would you say that whether politics is positive or negative depends on individual perception?

Manager 2: Yes, exactly. I believe that whether politics is positive or negative depends on how it is perceived by individuals. It's important to understand that some level of politics is inevitable in any organization, and it's up to everyone to navigate it in a way that benefits the organization.

**Manager 3:**

Manager 3: Yes, in my experience, organizational politics is almost always negative. It creates a lot of divisiveness and distracts people from their work. Political behaviour leads to ego clashes and conflicts among employees, which can result in a lack of cooperation and harmony in the workplace.

Interviewer: Can you give me an example of how negative politics has impacted your organization?

Manager 3: Sure, we had a situation where an employee was spreading false rumours about a co-worker to gain an advantage. This created a lot of tension and mistrust between the two individuals, which had a ripple effect on the entire team. It took a lot of time and effort to resolve the issue and rebuild trust among team members.

**Manager 4:**

Manager 4 said that politics can be good or bad. He explained that positive politics happens when people work with influential people to help them achieve their career goals without sacrificing their values or the organization's values. These people are usually dynamic with strong political skills and try to meet both their own and the organization's goals. However, negative politics is common in many organizations. The manager gave an example of this where an employee intentionally reports a co-worker's mistake to the project manager to gain recognition for correcting it. Instead of informing the co-worker about the mistake, the employee chose to escalate it to the project manager because of political motivations.

**Manager 5:**

Manager 5 stated that positive politics also exists and can be beneficial for the organization while it is challenging to eradicate negative politics completely. To ensure that the workplace fosters positive politics, the manager suggested that individuals should avoid spreading rumours, withholding information, or engaging in negative behaviour's that can lead to misunderstandings.

Additionally, they advised everyone in the organization to refrain from taking sides or involving themselves in unnecessary arguments. Instead, the manager recommended that they should focus on finding a win-win solution that makes everyone happy and maintains good relationships between colleagues.

The manager emphasized that conflicts could arise in any workplace, but it is essential to handle them professionally without causing any harm to others. Instead of trying to win an argument or prove a point, individuals should focus on finding a practical, actionable, and justifiable solution that satisfies everyone involved. The manager believed that such an approach is necessary to maintain a positive work environment, where individuals can work together towards achieving their goals while maintaining good relationships with their colleagues.

**Manager 6:**

Manager 6, like other participants, said that it's not possible to completely get rid of politics in the workplace. Instead, the manager suggested taking planned steps to eliminate toxic behaviours that are a part of politics and identifying what is good and bad. The manager also suggested providing training sessions for those who tend to engage in negative politics. Instead of creating hatred towards them, it's better to give them feedback and lead them towards transforming their behaviour and focusing on long-term goals. The respondent also mentioned that employees with selfish goals and intentions will always be present in organizations, but it's important to transform their behaviour by being assertive and making them understand the importance of being honest and transparent.

**Q5. What impact does workplace politics have on employee's productivity/performance? Please explain.**

**Manager 1:**

Manager 1: Well, when employees believe that politics is happening at work, it can really affect their performance. They can become unhappy, stressed, or frustrated. In my experience, it's not necessarily that there is any injustice happening, but just the belief that there is can really ruin employee performance.

Interviewer: So, you're saying it's just a perception?

Manager 1: Yes, exactly. Employees with negative and pessimistic attitudes often believe there are political games happening, which leads to poor performance. And this can then affect the performance of the whole team and the organization. It's important to address this issue and find ways to eliminate these perceptions.

**Manager 2:**

Manager 2: Well, employees with low emotional intelligence often have a negative perception of workplace politics, which can affect their performance. Some workers feel stressed and burnt out, take more time off, and avoid coming to work, which ultimately leads to poor performance.

Interviewer: That's interesting. Can you elaborate on why employees with low emotional intelligence are more affected by workplace politics?

Manager 2: Employees with low emotional intelligence may struggle to manage their own emotions and understand the emotions of others, which can make them more susceptible to negative perceptions of workplace politics. They may also struggle to navigate office politics and build positive relationships with their colleagues and managers, which can further impact their performance.

Interviewer: That makes sense. You mentioned that workers often feel like managerial decisions are biased. Can you explain more about that?

Manager 2: Yes, some employees feel that the performance appraisals carried out by line managers and HR managers are unfair and lack transparency. They believe that some employees get better appraisals, pay, benefits, and job promotions because of favouritism or bias. This perception can also contribute to lower performance levels.

**Manager 3:**

Manager 3 said that workplace politics always has a negative impact on performance. This is because when employees think there is politics going on, they lose trust in the organization, get discouraged, and don't do their best work. They start thinking something fishy is happening and that they will be the victims. This leads to rumours, grouping, and subgroups which affects everyone's performance. For example, if a company has a lot of politics and rumours going around, employees might become disengaged and stop doing their work properly. This will result in a decline in productivity and ultimately hurt the company's performance.

**Manager 4:**

Manager 4 said that employees react badly to the idea of workplace politics, which affects how well they work. They feel uncertain and lose trust in the company. They don't trust their supervisor or management and do things that don't help them. Manager 4 said that even good workers do worse work and don't care about improving, even with training and benefits. The manager also mentioned that employees who think there is a lot of politics at work feel alone and may withdraw or form groups that hurt everyone's work.

**Manager 5:**

Manager 5: Employees who perceive a lot of politics at work may start showing rude, angry, frustrated, or fearful behaviour, which can affect their performance.

Interviewer: How do you address negative behaviour in the workplace?

Manager 5: We keep a close eye on any behavioural changes and take quick action if needed. Our HR personnel talk to employees who are showing negative behaviour to understand the reason behind their change in behaviour, whether it's related to politics or not. Through counselling and behavioural changes, we can help employees overcome these issues.

**Manager 6:**

Manager 6 responded that “when employees feel like the distribution of power is unfair and their opinions are not valued, they think there is politics happening among the senior staff. This can make them feel unmotivated and affect their performance. Even if there is an "open forum" for employees to voice their concerns, they may not feel comfortable talking to their bosses or those who make decisions. The perception of politics can lead to anxiety, mental stress, and poor performance. Manager 6 also said that employees may think that their hard work won't be recognized, and they feel discriminated against.

**Q6. How does workplace politics affect employees' loyalty and willingness to remain with the organization (employee retention)?**

**Manager 1:**

Manager 1 said that workplace politics can make employees less committed to the organization. Manager 1 stated that people become disheartened and less emotionally connected to the organization when they perceive a lot of politics at work. This affects their behaviour, attitude, and their level of commitment to the organization's goals. Manager added that employees may become disconnected from their team and create their own goals, which may be different from the team's goals. This may lead to employees wanting to leave the organization.

**Manager 2:**

Manager 2 said that they agreed with the idea that when employees feel there is politics at work, it can cause problems for the organization. He explained that when employees think that there is politics at work, they become less committed to their job and may spend time chatting with co-workers instead of working. They may also make more mistakes and not care as much about the organization's success. The manager added that despite trying to improve employees' behaviour by giving feedback or training, it can be difficult to get them to feel more connected to the organization. The interviewer explained that when employees feel like managers are only making decisions to benefit themselves, rather than everyone, they may want to quit.



**Manager 3:**

Manager 3 talked about a time when the company was having financial problems and couldn't give employees as much money, promotions, or job opportunities. They decided to cut back on bonuses instead of firing people, but some promotions still happened. The employees thought it was because the managers were playing politics and not being fair. This made many employees want to leave their jobs. The manager said that when the company can't give employees the things they want, they might think it's because of politics.

**Manager 4:**

Manager 4 said that employees feel politics when they don't know what they are supposed to do (when people are not clear of their roles and responsibilities), when managers don't help them achieve their goals, and when they are not included in important decisions. This can lower their commitment to the organization, especially if they are not good at navigating politics. High perceptions of politics can also lead to absenteeism and employees wanting to leave, even if the company offers them extra money to stay. The HR department tries to increase employee commitment through things like engagement programs when they notice employees are becoming less committed.

**Manager 5:**

Manager 5 "Well, I've noticed that employees don't seem to care much about the company and don't work towards our goals. There have been instances where employees are stressed and unsatisfied with their job, which shows they're not committed to their work. Even employees who used to go above and beyond for the company are not even committed to doing their own job. I think all of this is due to politics in the workplace, which leads to low commitment and employees looking for other jobs."

**Manager 6:**

The person being interviewed said that when employees think that their managers make decisions based on politics, they become less committed to the company. They may waste time gossiping, taking long breaks, or not participating in training. The manager also mentioned that workplace politics can create fear and insecurity, and employees may start looking for other jobs or requesting transfers to different departments or locations.

Q7. How do you ensure that employees from diverse backgrounds feel included and valued in the workplace?

**Manager 1:**

As a manager, it's important to actively listen to employees from diverse backgrounds, understand their needs, and incorporate their ideas and suggestions into our policies and practices. We also provide diversity training to promote cultural awareness and sensitivity.

**Manager 2:**

Manager 2 responded “We ensure that all employees are treated fairly and equitably, regardless of their background. We encourage diversity in hiring practices and create a welcoming environment where everyone feels valued and respected.”

**Manager 3:**

“One way we make employees from diverse backgrounds feel included and valued is by creating opportunities for them to connect with each other and with management. We hold regular meetings and events where employees can share their experiences and perspectives.”

**Manager 4:**

Our company values diversity, and we actively seek out and promote employees from diverse backgrounds. We also provide resources and support to help them succeed, such as mentorship programs and career development opportunities.

**Manager 5:**

We recognize the importance of communication in promoting inclusivity in the workplace. We encourage open and honest dialogue between employees and management and address any concerns or issues promptly and respectfully.

**Manager 6:**

We foster a culture of inclusivity by promoting diversity in all aspects of our company. From our hiring practices to our company events, we strive to create a workplace that celebrates and embraces differences.

**Q8. Do you believe it is possible to eliminate organizational politics in the workplace?**

**Manager 1:**

The manager said that it's not possible to get rid of office politics because it's natural and happens in every group of people. They said that trying to eliminate it is not practical because it's a part of social interactions, so their answer is no.

**Manager 2:**

Manager 2 said that the respondent thinks that it's not possible to completely get rid of organizational politics, but it can be used in a good way to get good results. Manager 2 suggested that everyone in the organization, no matter what their position is, should be trained on how to be

good at politics. They should know what's right and what's wrong. The manager explained that political skills can be learned through self-driven learning and through experience.

**Manager 3:**

Manager 3 said that it is impossible to completely get rid of workplace politics, but it is possible to minimize its negative impact. He suggested that people should be proactive by building strong networks and finding creative solutions to problems and emphasize the importance of being authentic and avoiding negativity and working towards creating a positive atmosphere of trust and cooperation. The manager agreed and added that everyone should learn to deal with politics effectively and eliminate its harmful effects.

**Manager 4:**

The manager said that no one can eliminate workplace politics, so the question wasn't quite valid. The respondent explained that people often associate politics with negativity, but it's not always the case. They suggested reducing negative politics by promoting open communication, teamwork, and knowledge-sharing. The manager added that the company's culture, norms, and HR policies should be fair and transparent, and effective leadership that encourages employee engagement can also help reduce negative politics. They also mentioned that performance-based rewards and promotions should be based on fair and transparent decisions to build trust in the policies and practices.

**Manager 5:**

The manager said it's quite not possible to eliminate it completely and remained silent and did not provide any further response to the question.

**Manager 6:**

The manager laughed and said that it's impossible to completely remove politics from an organization. Instead, the focus should be on removing the negative impact of politics. This can be achieved by changing people's mindset and behaviours. The manager suggested that leaders should take steps to reduce negative politics in the workplace. This could be done by challenging current behaviour's and adopting new ones.

**Q9. What steps do you take to manage workplace politics in your organization?**

**Manager 1:**

The manager said that good leadership is important to address this issue. Leaders should have the right political behaviour and skills, and they should train their followers to develop these skills as well. This includes social astuteness, negotiation skills, active listening, and building strong relationships. Manipulative behaviour should be avoided, and conflicts should be resolved through

win-win negotiations. The manager emphasized that leaders should act as mentors and set positive examples for others to follow.

**Manager 2:**

Manager 2 said that people often think of politics as a dirty game where people backstab or try to suck up to those in power. But the manager said that it's not always true, and managers must make tough decisions while handling pressure. It's important for leaders to create a positive work environment with fair and ethical values. Good leaders encourage their followers to be proactive and work together towards the goals of the organization. They should have good communication and relationships with their supervisors and not spread rumours or cause problems.

**Manager 3:**

The manager said that it's difficult, but not impossible, to change negative politics into positive politics. The respondent explained that people engage in politics because their needs aren't being met, and these needs vary based on personality, job level, and age. The manager said that leaders at all levels should identify employees' unmet needs and create plans to fulfil them. The manager emphasized the importance of participative leadership and transformational leadership, which have the potential to change people's behaviour.

**Manager 4:**

The manager said that it is possible to have strategies that benefit both the organization and its members. He explained that employees should be engaged and involved in decision-making to feel cared for and part of the organization. This approach is called "people-centric management". He also said that having dynamic leadership is important, and that he prefers "distributed leadership" which treats everyone equally and encourages creative thinking. In this way, the strict hierarchy is broken down and everyone can freely express their ideas, share information, and raise concerns without feeling like they're in a political environment.

**Manager 5:**

The manager believed that using politics in a positive way is possible and important for individuals. The manager suggested that employees should receive counselling and training to become skilled in politics, such as being a team player and knowing how to build connections with politically influential people while remaining loyal to the organization. The manager explained that power often changes in organizations, and it is important to understand who the most influential people are and how to leverage their power. Being politically skilled means understanding this power dynamic and recognizing when it changes.

**Manager 6:**

The manager thought that using politics in a good way could benefit individuals and suggested that employees should receive counselling and training to become politically skilled. This means learning how to work as a team, understanding who has influence in the organization, and creating partnerships with those people while staying committed to the organization's goals. The manager also explained that power can shift in organizations, so it's important to know who the most influential people are and how to use that influence. The manager emphasized that there is no single leadership approach to using politics positively, but rather it depends on having the right mindset, attitude, and goals. Leaders can help employees develop these qualities by demonstrating perseverance, foresightedness, resilience, and vision.

