

조직정치지각이 직무소진에 미치는 영향에 있어 심리적 욕구 만족의 매개효과와 심리적 자본의 조절효과 연구

The Impact of Employee's Perceptions of Organizational Politics and Burnout: Role of Psychological Need Satisfaction and Psychological Capital

서동택

경희대학교 국제경영대학원

Dong-Taek Seo(cayenne7887@gmail.com)

요약

조직정치지각은 직무요구에 있어 스트레스를 주는 요인으로 연구되어 왔으며 종업원들의 부정적 태도와 행동을 유발시킨다. 직무요구자원 모델에 의하면 소진은 높은 직무요구가 직무자원을 감소시켜 발생시키며 낮은 수준의 동기와 높은 수준의 냉소, 좌절을 이끈다. 현재까지는 조직정치지각과 소진에 환경과 조건에 대한 연구가 부족하다.

본 연구는 조직정치지각과 직무소진의 관계에 있어 욕구 만족의 매개역할을 규명하고자 수행하였다. 그리고 조직정치지각과 욕구만족에 있어 심리적 자본의 조절효과를 검증하였다. 본 연구는 대한민국의 통신사와 전자제조회사 직원 220명을 대상으로 실시되었다. 분석결과, 조직정치지각과 직무소진에 있어 욕구만족은 매개역할을 하는 것으로 확인되었다. 또한, 조직정치와 욕구만족에 있어 심리적 자본이 조절역할을 하는 것으로 확인되었다. 본 연구결과는 조직정치지각과 소진에 있어서 욕구만족과 심리적 자본이 포함된 새로운 인과관계를 제시하고, 인사부서와 조직 리더들에게 실용적인 시각을 제시한다.

■ 중심어 : | 조직정치지각 | 직무소진 | 욕구만족 | 심리적자본 |

Abstract

Perceptions of organizational politics(POPs) have stress-based effect as job demand and lead to employee's negative attitudes and behaviors. According to job demand resource model, burnout develops when high job demand deplete employee's resources, which lead employees to low levels of motivation and high levels of cynicism and frustration. Currently, in studying the relationship between POPs and burnout there is a lack of researches on certain settings and conditions.

The present study examined a model in which relationship between POPs and burnout was mediated by psychological need satisfaction. And also, this study tested moderating role of psychological capital between POPs and need satisfaction. A total of 220 employees in telco and electronic manufacturing company in South Korea participated in this study. The result of this study showed that need satisfaction works as mediating variable between POPs and burnout and psychological capital had moderating effect between POPs and need satisfaction. This study proposes a new framework of POPs by examining linking mechanism of need satisfaction and psychological capital. The results of this study provide practical insight to HR practitioners and business leaders.

■ keyword : | Perceptions of Organizational Politics | Job Burnout | Psychological Need Satisfaction | Psychological Capital |

* 본 연구는 저자의 박사논문 내용에 기초한 것임

접수일자 : 2015년 12월 15일

수정일자 : 2015년 12월 30일

심사완료일 : 2015년 12월 30일

교신저자 : 서동택, e-mail : cayenne7887@gmail.com

I. INTRODUCTION

Organization politics is important to organizations and individuals and unavoidable aspect. Though, organizational politics have been suggested that it is necessary to a certain degree for organizations to function[18], it also negatively influence employee's perceptions of their organizations, workplace environment, colleagues [34]. Ferris et al. suggested a conceptual model of perceptions of organizational politics[12]. According to the model, perceptions of organizational politics are influenced by organizational, job/work environmental, personal aspects . Since that, over the past two decades, perceptions of organizational politics (POPs) have been extensively studied as an ascendant of job outcomes and job performance and commonly posited detrimental, negative, harmful effect to individuals and organization[7][8][13].

However, the effects of POP on outcomes are still inconclusive. Generally, perceptions of organizational politics had negative and detrimental effect, but variation existed across certain setting. Moreover, studies did not demonstrate how and why perceptions of organizational politics have a linking process with employee's outcomes[7].

One perspective suggests that perceptions of organizational politics have stress-based effect and lead to employee's negative attitudes and behaviors[7]. Perceptions of organizational politics are suggested as a stressor which related to attitudinal and behavioral reactions[12]. Within the stressor paradigm, employees who perceive their job demands are increased or resources are decreasing in their workplace environment require additional coping effort to balance their resource and demands[11]. According to conservation of resource theory, employees maximize their pleasure and future success

to maintain resource[32]. One class of resources is personal characteristics such as positive sense of mastery (e.g., competence) control (e.g., autonomy) and social support (e.g., relatedness). Competence, autonomy and relatedness are a sense of psychological needs. When individuals satisfy their psychological needs they experience psychological growth, integrity, and well-being[29].

Employees who are in the state of imbalance perceive stress, burnout and other psychological ill-being[30]. According to job demand resource model, burnout develops when high job demand deplete employee's physical resources and the absence of job resources, which lead employees to low levels of motivation and high levels of cynicism and frustration[11].

Currently, in studying the relationship between perceptions of organizational politics and burnout there is a lack of researches on certain settings and conditions. Previous studies have examined the possibility of a direct relationship. Therefore, more empirical studies are needed to support the presence of indirect (moderated or mediated) effects[7].

Researchers have been demonstrated relationships between psychological capital and job attitude, outcomes and behaviors. According to previous study, psychological capital is related with human performance as a strategic resource[2]. Luthans et al.[23] suggested psychological capital as an individual's positive psychological state which is composed of four psychological resources (i.e. self-efficacy, optimism, hope and resilience). Hobfoll[17] found that hope and self-efficacy reduce detrimental effect of perceptions of organizational politics on work outcomes. Therefore, Psychological capital is considered as moderator between perceptions of organizational politics and psychological need satisfaction.

This study will clarify that psychological need satisfaction could mediate between perceptions of organizational politics and burnout. And also, by examining the moderating effect of psychological capital on the relationship between perceptions of organizational politics and burnout this study will propose a new framework of perceptions of organizational politics on work outcomes and theoretical expansion.

II. THEORETICAL BACKGROUND

In an organization, individuals are inevitably put in competitions and conflicts because of limited resources, restricted chances for promotion, etc. and these competitions and conflicts bring about many political factors[12]. According to Pfeffer[27], organizational politics involves “those activities taken within organizations to acquire, develop, and use power and other resources to obtain one’s preferred outcomes in a situation in which there is uncertainty or dissents about choices”.

A majority of researchers have focused on negative effects of organizational politics on organizations and particularly have recognized the organizational politics as the dark side of human nature. For this reasons, organizational politics and political actions have been considered as evil actions, actions that compel sacrifice of other people, semi-legal actions consisting of influence and tactics seeking one’s own interest or the like[14].

Perceptions of organizational politics refer to the extent that the individuals within the organization perceive their work environment as political, unjust, and unfair[33]. Researchers in this field posited that organizational politics is subjective perception and should be construed as subjective experience or state

of mind rather than objective state[9].

Ferris et al.[12] conceptualized a theoretical model for the perceptions of organizational politics for the first time. Since then, almost all studies on the perceptions of organizational politics were conducted based on this model. The antecedents that affect the perceptions of organizational politics include organizational, job/work environment and personal influences and the outcomes include job involvement, job satisfaction, job anxiety, and organizational withdrawal.

Ferris & Kacmar[13] asserted that the perceptions of organizational politics are composed of the following three elements: general political behavior, go along to get ahead, pay and promotion policies. Carlson and Kacmar[20] re-confirmed the three elements and developed tools for measuring them. General political behavior refers to a level of recognition of a phenomenon that acts are taken in the organization in order to maximize self-interest[20]. In the organization, scarcity of valuable resources leads to competition[28]. The nature of such limited resources determines the characteristics of political acts including target, level of competition, and the like. Go along to get ahead refers to a level of recognition of a tendency that individuals refrain from doing actions for the sake of their interest rather than doing political actions[13]. To refrain from doing any action on purpose is already a political action because it may be welcomed and rewarded for not disturbing other political actors seeking interest. This means that to avoid conflicts by refraining from doing any action for the success. Pay and promotion policies refer to a level of recognition of a tendency that promotion and reward are politically determined in the organization[20]. If it is recognized that one was given a reward according to interests between supervisors regardless of the

company's rules and policies, those who did not conduct political acts would recognize that they were given an unfair reward and would also take part in the political acts[13].

Many researchers have theoretically and empirically studied on perceptions of organizational politics, but the existing studies still have some limitations. The impacts of perceptions of organizational politics are not conclusive. Perceptions of organizational politics are generally regarded as detrimental to individuals and organizations. However, there are still variations across the settings and boundary conditions. Most of the studies have focused on the impacts of perceptions of organizational politics on outcomes (e.g. attitudes, behaviors, performance). However, it is worth empirically studying the mediating and moderating effects. Further, the existing studies have limitations in that the data samples used were collected mainly from emotional labors and public service employees[7].

III. Research Hypothesis

1. POPs and Burnout

Burnout is categorized as a particular type of stress. This is because burnout has been studied thus far as a response resulting from various types of stressors[26]. In this case, burnout is related to organizational politics which is construed as a work-related stressor. The existing studies have showed that the level of perceptions of organizational politics of employees impacted to the level of job anxiety. Cropanzano et al[8] have discovered that exhaustion which is a dimension of burnout is positive relationship with organizational politics.

If an individual or a certain group in the organization realizes that rewards are given by

personal influence and not by successful performance or good competition, the individual or group might feel uncomfortable and perceives such an environment as a political environment[19]. Under this working environment, members of the organization perceive a high level of organizational politics when they feel underestimated and distant from promotions. If this perception continues to some extent, each member feels burnout. In reaction to the perceptions of organizational politics, an individual is more likely to be emotionally depleted and be insincere with job because the individual believes that rewards are more associated with political acts than good performance[15]. Moreover, the individual will not feel a sense of accomplishment or productivity at work and will not have professional efficacy anymore. If an individual feels burnout with his/her job, the individual will be unwilling to remain in the political organization environment. Thus, the level of perceptions of organizational politics is closely related to burnout.

Hypothesis 1: POPs increase employee's burnout

2. POPs and Psychological Need Satisfaction

Psychological needs satisfaction is important because it affects human behavior. Although the relationship between perceptions of organizational politics and Psychological needs satisfaction has not been clearly determined, it has generally been considered that the political organization environment has a negative influence on the satisfaction of psychological needs and the perceptions of organizational politics affect the employee's behavior[28].

In the political environment, people who are in competition for a certain position do competitive actions so that others have limited resources. Consequently, people perform an act of

accomplishment by constantly building themselves up and devaluing others[20]. In an environment where one's accomplishment is frequently dismissed by others and in turn no one can achieve accomplishment fairly, people lose a sense of competence. Moreover, in the political environment, people recognize that a decision is made for the interests of a manager, not for the performance of the organization[8]. In such an environment, employees lack certainty over the value and duration of the organization[7][8][28]. The political environments also increase the level of interpersonal conflict. This is because the performance standards or reward policies are uncertain from the political work context [28]. Under these circumstances, employees are likely to pursue their own interests and these behaviors develop competitive and uncooperative environments, thereby increasing interpersonal tension. In result, organizational politics would elicit conflicts and aggressiveness and would aid and abet self-serving actions[18]. Under these circumstances, there is no more act of supporting co-workers or nonjudgmental responding and the level of relatedness need satisfaction is low.

Lastly, political environments are expected to reduce autonomy. Particularly, in the political environments, those who do not stand against the environments and go along to get ahead are rewarded [20]. In such organizations, 'yes-men' are preferred and people are requested to hide their thoughts, feelings, and actions for development of the organizations[18]. Concerns about rewards and punishments ultimately lead to inauthentic behaviors, encouraging the censoring of one's own internal belief. Therefore, political environments hinder the satisfaction of personal autonomy need.

Hypothesis 2: POPs negatively influence on psychological need satisfaction

3. Mediating Role of Psychological Need Satisfaction

The Job Demands-Resources model has been recently studied in relation to burnout and engagement[30]. Job demands refer to physiological costs incurred when employees exert their abilities at work[3]. A number of prior studies have categorized job demands into task interruptions, workload, work home interference, organizational changes, and emotional dissonance[3]. Several studies have suggested a correlation between job demands and burnout.

Job resources have been studied from the work context as a factor that reduces job demands in the physical, psychological, social, or organizational aspects and stimulates personal growth, development, and learning to achieve goals[30]. Job resources increase employees' well-being, stimulate employees' work engagement, and prevent burnout. In line with these assumptions, some researchers have discovered that job resources have negative effects on emotional exhaustion and cynicism[3].

All of the above assumptions taken together, it is hypothesized that the presence of job demands and lack of job resources are directly related to employees' burnout.

In the application of Self Determination Theory(SDT), researchers suggested that dissatisfaction of psychological needs causes psychological ill-being and burnout as well. SDT suggested three psychological needs: Autonomy, Relatedness, and Competence. First, the need for autonomy is a desire to experience ownership of one's own behavior and to feel a sense of volition[29]. Second, the need for relatedness is a desire to feel an intimate interpersonal relationship and a sense of belonging. Employees who consider them as a part of a team and who can freely express their opinions upon work and

interpersonal problems feel a stronger sense of belonging than employees who feel lonely and lack in self-confidence. Lastly, the need for competence is a desire to feel capable of coping with challenging environments and to produce desired outcomes. Satisfaction of these basic needs is associated with personal function, attitude, and behavior[29]. Many studies have empirically demonstrated that, satisfaction of basic needs is positively related to vigour and dedication but is negatively associated with emotional exhaustion. Need satisfaction enhances job resources and employees' engagement[30]. Job resources serve for growth and promotion assumed by SDT and reinforce motivation that leads to employees' engagement. The occurrence of job demands and a decrease in job resources agree with the assumption that frustration of psychological needs inherent in SDT gives rise to individuals' malfunctioning[29]. Psychological need satisfaction is a psychological energetic resource which promotes individuals' performance, whereas dissatisfaction of the needs results in an energy-depleting effect[29]. Employees who have experienced increasing job demand or decreasing job resource in their working group are likely to have an increased risk of burnout.

Hypothesis 3: Psychological need satisfaction decreases employee's burnout

Hypothesis 4: Psychological need satisfaction partially mediates between POPs and burnout

4. Moderating Role of Psychological Capital

Recent studies based on conservation of resource (COR) theory showed the results which demonstrate that individuals' psychological resources are associated with harmful effects of organizational

politics[1]. In general, hindrance stressors are known to weaken motivation, hinder performance-oriented activities, and interfere with individuals' accomplishment and growth. The COR theory suggests a theoretical ground that resources such as PsyCap assist individuals in dealing with stressors. Individuals with resources such as hope and self-efficacy are more capable of changing, coping with, or solving the challenging circumstances by utilizing other resources when confronting stressful demands[17].

Individuals who encounter environmental stressors such as organizational politics put more efforts in order to maintain a balance[17]. Such efforts rely on the psychological resources that each individual possesses[32]. Individual differences in internal psychological resources show different responses to resource loss. Individuals with a high level PsyCap show a high level of confidence in pursuing challenging tasks and recognize multiple pathways that can lead to success[4]. They have also abilities sufficient to overcome obstacles and recognize organizational politics less threatening or harmful[31]. Therefore, individuals with high PsyCap are less likely to experience negative outcomes associated with organizational politics.

Individuals with a high level of resilience also show competence, autonomy, problem solving skills, and goal-oriented activities. Psychological resources protect individuals from the impacts of negative phenomenon and reinforce cognitive, emotional, and motivational bases[24]. Based on the discussions above, PsyCap in the perceptions of organizational politics is expected to play a role in reducing the impacts of stressors associated with individuals' activities and decreasing the influence of POP on outcomes.

Hypothesis 5: Psychological capital moderates the relationship between POPs and psychological need satisfaction

IV. Methodology

This study will empirically clarify that psychological need satisfaction could mediate between perceptions of organizational politics and burnout. And also, it will examine the moderating effect of psychological capital on the relationship between perceptions of organizational politics and burnout.

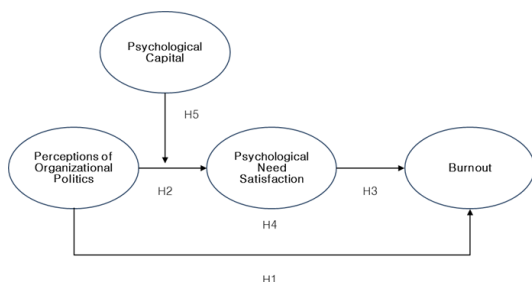


Fig. 1. Conceptual Model

1,000 questionnaires were distributed among employees from a telco and electronic company in South Korea. Of these, 220 usable questionnaires were returned (a return rate of 22 percent). The participants were composed of a variety of departments (sales, marketing, R&D, engineering, Administration), different hierarchal levels (Assistant, Manager, Senior Manager, General Manager, Executive).

Demographic characteristics of respondents are as followings: about 61percent was male, about 95percent had bachelor degrees, 21percent had master degree and above, 74percent had more than five year work experience.

The constructs of theoretical interest (e.g. perceptions of organizational politics, need satisfaction, burnout and psychological capital) were included. The survey of this study was used Korean version and original questionnaires were English. Survey questionnaires were translated English to Korean. Back translation was conducted by other translator. Before distributing

the survey, organizational behavior and psychology professors and the HR expert reviewed each questionnaire to check inappropriate word in the organizational context and Korean culture.

Table 1. Demographic Data of Participants

Variable	N	%	
Gender	Male	135	61.4
	Female	85	38.6
Education	Junior College	11	5.0
	College	162	73.6
Work Experience	Graduate	47	21.4
	Less 1 year	5	2.3
	1 to 3 years	18	8.2
	3 to 5 years	35	15.9
	5 to 10 years	76	34.5
	10 to 15 years	61	27.7
	Over 20 years	25	11.4
Job Department	Administration	139	63.2
	Engineering	16	6.8
	Sales	26	11.8
	R&D	14	6.4
	Marketing	25	11.4
Job Position	Etc.	1	0.5
	Assistant	24	10.9
	Assistant Manager	42	19.1
	Manager	45	20.5
	Senior Manager	67	30.5
	General Manager	39	17.7
Executive	3	1.4	
Total	220	100	

1. Perceptions of organizational politics

For measuring perceptions of organizational politics, 14 items from Kacmar and Carlson's[20] scale were used. Responses were measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), and the reliability and Cronbach's alpha was .89.

2. Burnout

Burnout was measured with 16 items of Maslach & Jackson's[25] Maslach Burnout Inventory (MBI). The scale had three dimensions: exhaustion (5 items), cynicism (5 items), and professional efficacy (6 items). 1 item of cynicism was removed (communality $\leq .4$). Responses were measured on a

five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), and the reliability and Cronbach's alpha was .87.

3. Need satisfaction

Ryan & Deci's[29] Work related Basic Need Satisfaction Scale and General Scale[16] was used to assess need satisfaction with 18 items. The scale had three dimensions: competence (6 items), relatedness (6 items) and autonomy (6 items). After exploratory factor analysis, 2 items were removed. Responses were measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), and the reliability and Cronbach's alpha was .86.

Table 2. Factor Analysis: PNS

Questionnaires	Components			Communality
	1	2	3	
PNS12	.801			.661
PNS9	.764			.624
PNS7	.740			.614
PNS10	.726			.636
PNS11	.663			.502
PNS8	.563			.464
PNS16		.828		.728
PNS18		.802		.665
PNS17		.800		.708
PNS15		.670		.582
PNS13		.554		.471
PNS3			.844	.717
PNS1			.815	.674
PNS2			.786	.632
PNS6			.660	.449
PNS4			.601	.564
Eigen-value	3.545	3.201	2.943	
Variance explanation power (%)	22.157	20.009	18.394	

4. Psychological Capital

For measuring psychological capital, Luthans et al's[24] 12 items of Psychological Capital Questionnaire (PCQ) was used. Responses were measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), and the reliability and Cronbach's alpha was .90.

V. Result

Prior to examine the hypotheses, SPSS 18.0 applied for screening data. Specifically, the following were examined: (1) accuracy of data entry, (2) pattern and presence of missing data, (3) fit between the current data set and the assumption of normality, homoscedasticity, independence of error, and linearity.

After screening the data set, the results indicated that the pattern of missing data were random, indicating that no potential biases existed. In case of assumption of normality, linearity, and homoscedasticity, violations were not detected.

[Table 3] means, standard deviations, and zero-order correlations of the variables (perceptions of organizational politics, psychological need satisfaction, burnout, psychological capital) in this study. As shown, the coefficient alpha reliabilities ranged from 0.86 to 0.90. These figures were acceptable for research purposes.

Table 3. Descriptive Statistics and Correlations

	1	2	3	4
1.POPs	(.887)			
2.PNS	-.272**	(.863)		
3.Burnout	.400**	-.693**	(.873)	
4.Psycap	-.055	.757**	-.617**	(.901)
Mean	2.759	3.637	2.500	3.678
SD	.650	.458	.584	.545

**p<.01

A series of hierarchical regression analysis was used to examine the hypothesis 1, which suggests direct effect perceptions of organizational politics on burnout. [Table 4] displays the result of hierarchical regression analysis used to test hypothesis 1. First, demographic variables (gender, education, service period, job, position) were used as control variables. Second, perceptions of organizational politics were entered. The results showed that perceptions of organizational politics had a significant effect on

burnout ($\beta = 0.39, P<.001$) and yielded an R^2 of 0.27. The result indicates that perceptions of organizational politics increase employee's burnout.

Table 4. The direct effect of POPs on burnout

Step	Measure	Burnout		
		B	SE	β
1	Constant	2.316	.291	
	Gender	-.129	.07	-0.108
	Education	-.048	.074	-0.04
	Service Period	-.007	.043	-0.014
	Job	.005	.024	0.012
	Position	-.133	.04	-0.295*
		$R^2=.121$	$F=5.916^{***}$	
2	POPs	.352	.054	.391***
		$R^2=.269$	$F=13.087^{***}$	

*** $p<.001$, ** $p<.01$, * $p<.05$

A series of hierarchical regression analysis was used to examine the hypothesis 2, which suggest direct effect perceptions of organizational politics on psychological need satisfaction. Table 5 displays the result of hierarchical regression analysis used to test hypothesis 2. First, demographic variables were used as control variables. Second, perceptions of organizational politics were entered. The results showed that perceptions of organizational politics had a significant effect on psychological need satisfaction ($\beta = 0.27, P<.001$) and yielded an R^2 of 0.20. The result indicates that perceptions of organizational politics negatively influence on psychological need satisfaction.

Table 5. The direct effect of POPs on PNS

Step	Measure	Psychological		Needs Satisfaction
		B	SE	β
1	Constant	3.382	0.24	
	Gender	0.144	0.058	0.153
	Education	0.08	0.061	0.085
	Service Period	-0.003	0.035	-0.007
	Job	-0.004	0.02	-0.012
	Position	0.103	0.033	0.291*
		$R^2=.127$	$F=6.218^{***}$	
2	POPs	-0.188	0.044	-0.266***
		$R^2=.195$	$F=8.612^{***}$	

*** $p<.001$, ** $p<.01$, * $p<.05$

A series of hierarchical regression analysis was used to examine the hypothesis 3, which suggest direct effect psychological need satisfaction on burnout. [Table 6] displays the result of hierarchical regression analysis used to test hypothesis 3. First, demographic variables were used as control variables. Second, psychological need satisfaction were entered. The results showed that perceptions of organizational politics had a significant effect on psychological need satisfaction ($\beta = -0.65, P<.001$) and yielded an R^2 of 0.50. P The result indicates that psychological need satisfaction decreases employee's burnout.

Table 6. The direct effect of PNS on Burnout

Step	Measure	Burnout		
		B	SE	β
1	Constant	5.568	0.296	
	Gender	-0.008	0.059	-0.007
	Education	0.046	0.061	0.038
	Service Period	0.015	0.035	0.03
	Job	0.002	0.02	0.006
	Position	-0.071	0.034	-0.157*
		$R^2=.121$	$F=5.916^{***}$	
2	PNS	-0.834	0.066	-0.654***
		$R^2=.495$	$F=34.845^{***}$	

*** $p<.001$, ** $p<.01$, * $p<.05$

Following Baron & Kenny[5], the mediating effect was tested with four steps. In the first step, perceptions of organizational politics need to be related to psychological need satisfaction. In the second step, perceptions of organizational politics need to be related to burnout. In the third step, perceptions of organizational politics and psychological need satisfaction have to be related to burnout when testing multiple regression. In the fourth step, the effect of the third step has to be smaller than the effect of second step. The effect of perceptions of organizational politics on burnout has to be smaller when the effect including mediator (i.e., psychological need satisfaction).

This result showed that Psychological need

Table 7. Mediating effect of PNS

	1st Step			2nd Step			3rd Step		
	PNS			Burnout			Burnout		
	B (SE)	β	t	B (SE)	β	t	B (SE)	β	t
POPs	-.192 (.046)	-.272	-4.174***	.360 (.056)	.400	6.443***	.205 (.044)	.228	4.714***
PNS							-.804 (.062)	-.631	-13.018***

*** p<.001, **p<.01, *p<.05.

satisfaction partially mediate between perceptions of organizational politics and burnout.

A series of hierarchical regression analysis was used to examine the hypothesis 5, which is regarding the moderating role of psychological capital between perceptions of organizational politics and each sub dimensions of psychological capital. [Table 8] displays the result of hierarchical regression analysis used to test Hypothesis 5. In the first step, perceptions of organizational politics were entered. In the second step, perceptions of organizational politics and psychological capital were entered. In the third step, the interaction term between perceptions of organizational politics and psychological capital were entered. The result showed that psychological capital had a moderating role on the relationship between perceptions of organizational politics and autonomy but competence and relatedness were not founded any significant effects.

VI. DISCUSSIONS

Since Ferris et al.[12] suggested conceptual model of perceptions of organization politics, many researchers examined various effect on employee attitudes, behaviors and outcomes. As reviewed in theoretical chapter of this study, perceptions of organizational politics influence detrimental and dysfunctional effect on employees and organizations. As a hindrance stressor, perceptions of organizational politics reduce employee resources which cause employee burnout[7].

However, there is no study which investigated mediating role of need satisfaction empirically between perceptions of organizational politics and burnout in general workplace environment until now.

The result of this study showed that the hypotheses were supported. Employees who perceive their work environment, coworker behavior, reward from organization as political experience burnout,

Table 8. Moderating effect of PsyCap

	Step	R	R ²	Adjust R ²	SE	ΔR^2	ΔF	df1	df2	Sig. F Change
PNS_ Competence	POPs	.015	.000	-.004	.550	.000	.047	1	218	.829
	Psycap	.870	.757	.754	.272	.757	336.743	2	216	.000
	POPs×Psycap	.870	.757	.753	.273	.000	.153	1	215	.696
PNS_ Relatedness	POPs	.094	.009	.004	.534	.009	1.950	1	218	.164
	Psycap	.759	.576	.570	.351	.567	144.264	2	216	.000
	POPs×Psycap	.770	.593	.585	.345	.017	8.957	1	215	.003
PNS_ Autonomy	POPs	.486	.236	.232	.647	.236	67.250	1	218	.000***
	Psycap	.806	.650	.645	.440	.414	127.674	2	216	.000***
	POPs × Psycap	.813	.661	.655	.434	.011	7.151	1	215	.008**

*** p<.001, **p<.01, *p<.05.

similar to previous perceptions of organizational politics studies which suggested negative effect on job outcomes. And also, psychological need satisfaction had mediating relationship between perceptions of organizational politics and burnout. High levels of psychological need satisfaction were likely to reduce employee burnout. This study also found that psychological capital moderated the effects of perceptions of organizational politics. For studying outcomes of perceptions of organizational politics investigate indirect variable is necessary[7]. This study proposes a new linking mechanism of perceptions of organizational politics and outcomes.

This study suggests theoretical and practical implications. First, there is a lack of studies regarding which investigate indirect effects of perceptions of organizational politics and outcomes. In job demand resource model, perceptions of organizational politics are suggested as job demands which influence on employee burnout, but boundary settings and conditions were uncertain[7]. This study proposes a new framework of perceptions of organizational politics by examining linking mechanism of psychological need satisfaction and psychological capital.

Second, previous researches have examined impact of psychological need satisfaction only on limited industries (i.e. public sector, hospital, university, sports team) which were needed additional researches to generalize[21]. This study is investigated in the service and manufacturing company. Therefore, results could apply to not only companies which are providing similar product and service but also general workplace environment.

Third, the results of this study provide practical insight to HR practitioners and business leaders. Because resource of organization is limited, HR practitioners try to make best pay and promotion

policy and fair evaluating process. When employees perceive that they are treated unfair, not rewarded, frustrated because of organizational politics, organizational performance and effectiveness will be aggravated.

This study has several limitations. First data collection relied on self-evaluating questionnaires which meant there could exist measurement biases such as common method error. Second, sample data were corrected communication service and device manufacturing company. To generalize the result, more empirical researches are needed in different industries and context. Third, samples were cross-sectional, and it has more potential errors in applying to general settings and conditions than longitudinal research. Finally, this study examined in Korean business environment. Perceptions of organizational politics are related informal rules and behaviors which are not authorized, and every entity has their own cultural and structural characteristics. The result could be affect according to social, organizational and cultural context.

Future research needs to identify perceptions of organizational politics and outcomes. Mediator and moderator of this study are regarding personal psychological state. Future researchers consider human personality could affect perceptions of organizational politics and burnout. And also, according to stress paradigm, job demands are associated with physical and psychological problems[11]. Previous researches treated perceptions of organizational politics as job demands and focused psychological consequence. Thus, this study suggests for the future research that investigating perceptions of organizational politics on physical problems is necessary and valuable.

참고 문헌

- [1] M. Abbas, U. Raja, W. Darr, and D. Bouckenoghe, "Combined effects of perceived politics and psychological capital on job satisfaction, turnover intentions, and performance," *Journal of Management*, Vol.40, No.7, pp.1813-1830, 2014.
- [2] A. Ardichvili, "Invited reaction: Meta analysis of the impact of psychological capital on employee attitudes, behaviors, and performance," *Human Resource Development Quarterly*, Vol.22, No.2, pp.153-156, 2011.
- [3] A. B. Bakker, E. Demerouti, T. W. Taris, W. B. Schaufeli, and P. J. Schreurs, "A multigroup analysis of the Job Demands-Resources Model in four home care organizations," *International Journal of stress management*, Vol.10, No.1, p.16, 2003.
- [4] A. Bandura, *Self-efficacy: The exercise of control*, Macmillan, 1997.
- [5] R. M. Baron and D. A. Kenny, "The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations," *Journal of personality and social psychology*, Vol.51, No.6, p.1173, 1986.
- [6] N. Carbonneau, R. J. Vallerand, C. Fernet, and F. Guay, "The role of passion for teaching in intrapersonal and interpersonal outcomes," *Journal of educational psychology*, Vol.100, No.4, p.977, 2008.
- [7] C. Chang, C. C. Rosen, and P. E. Levy, "The relationship between perceptions of organizational politics and employee attitudes, strain, and behavior: A meta-analytic examination," *Academy of Management Journal*, Vol.52, No.4, pp.779-801, 2009.
- [8] R. Cropanzano, J. C. Howes, A. A. Grandey, and P. Toth, "The relationship of organizational politics and support to work behaviors, attitudes, and stress," *Journal of Organizational Behavior*, Vol.18, No.2, pp.159-180, 1997.
- [9] R. Cropanzano and M. S. Mitchell, "Social exchange theory: An interdisciplinary review," *Journal of management*, Vol.31, No.6, pp.874-900, 2005.
- [10] E. L. Deci and R. Ryan, *Overview of self-determination theory: An organismic dialectical perspective*, *Handbook of self-determination research*, 2002.
- [11] E. Demerouti, A. B. Bakker, F. Nachreiner, and W. B. Schaufeli, "The job demands-resources model of burnout," *Journal of Applied psychology*, Vol.86, No.3, p.499, 2001.
- [12] G. R. Ferris, D. B. Fedor, J. G. Chachere, and L. R. Pandy, "Myths and politics in organizational contexts," *Group & Organization Management*, Vol.14, No.1, pp.83-103, 1989.
- [13] G. R. Ferris and K. M. Kacmar, "Perceptions of organizational politics," *Journal of management*, Vol.18, No.1, pp.93-116, 1992.
- [14] G. R. Ferris and T. R. King, "Politics in human resources decisions: A walk on the dark side," *Organizational dynamics*, Vol.20, No.2, pp.59-71, 1991.
- [15] T. J. Fogarty, J. Singh, G. K. Rhoads, and R. K. Moore, "Antecedents and consequences of burnout in accounting: Beyond the role stress model," *Behavioral Research in Accounting*, Vol.12, pp.31-68, 2000.
- [16] M. Gagne, "Autonomy support and need satisfaction in the motivation and well-being of gymnasts," *Journal of Applied Sport Psychology*, Vol.15, No.4, pp.372-390, 2003.
- [17] S. E. Hobfoll, "Conservation of resource caravans and engaged settings," *Journal of Occupational and Organizational Psychology*, Vol.84, No.1, pp.116-122, 2011.

- [18] W. A. Hochwarter and K. M. Kacmar, "Perceptions of organizational politics as a moderator of the relationship between consciousness and job performance," *Journal of Applied Psychology*, Vol.85, No.3, p.472, 2000.
- [19] C. Huang, C. J. Chuang, and H. Lin, "The role of burnout in the relationship between perceptions of organizational politics and turnover intentions," *Public Personnel Management*, Vol.32, No.4, pp.519-531, 2003.
- [20] K. M. Kacmar and D. S. Carlson, "Further validation of the perceptions of politics scale (POPS): A multiple sample investigation," *Journal of management*, Vol.23, No.5, pp.627-658, 1997.
- [21] S. Kar and D. Suar, "Role of Burnout in the Relationship between Job Demands and Job Outcomes among Indian Nurses," *ViKALPA*, Vol.39, No.4, p.23, 2014.
- [22] P. Kumar and R. Ghadially, "Organizational politics and its effects on members of organizations," *Human Relations*, Vol.42, No.4, pp.305-314, 1989.
- [23] F. Luthans, S. Norman, B. Avolio, and J. Avey, "Supportive climate and organizational success: The mediating role of psychological capital," *Journal of Organizational Behavior*, Vol.29, No.2, pp.219-238, 2008.
- [24] F. Luthans, C. M. Youssef, and B. J. Avolio, "Psychological capital: Investing and developing positive organizational behavior," *Positive organizational behavior*, Vol.1, No.2, pp.9-24, 2007.
- [25] C. Maslach and S. E. Jackson, "The measurement of experienced burnout," *Journal of occupational behavior*, Vol.2, No.2, pp.99-113, 1981.
- [26] C. Maslach and M. P. Leiter, "Early predictors of job burnout and engagement," *Journal of applied psychology*, Vol.93, No.3, p.498, 2008.
- [27] J. Pfeffer and C. Lammerding, *Power in organizations*, Pitman Marshfield, MA, 1981.
- [28] C. C. Rosen, D. L. Ferris, D. J. Brown, Y. Chen, and M. Yan, "Perceptions of organizational politics: A need satisfaction paradigm," *Organization Science*, Vol.25, No.4, pp.1026-1055, 2013.
- [29] R. M. Ryan and E. L. Deci, "Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being," *American psychologist*, Vol.55, No.1, p.68, 2000.
- [30] W. B. Schaufeli and A. B. Bakker, "Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study," *Journal of Organizational Behavior*, Vol.25, No.3, pp.293-315, 2004.
- [31] A. D. Stajkovic and F. Luthans, "Self-efficacy and work-related performance: A meta-analysis," *Psychological bulletin*, Vol.124, No.2, p.240, 1998.
- [32] D. C. Treadway, G. R. Ferris, W. Hochwarter, P. Perrewé, L. Witt, and J. M. Goodman, "The role of age in the perceptions of politics--job performance relationship: a three-study constructive replication," *Journal of applied psychology*, Vol.90, No.5, p.872, 2005.
- [33] E. Vigoda Gadot and L. Talmud, "Organizational politics and job outcomes: The moderating effect of trust and social support," *Journal of Applied Social Psychology*, Vol.40, No.11, pp.2829-2861, 2010.
- [34] J. J. Voyer, "Coercive organizational politics and organizational outcomes: An interpretive study," *Organization Science*, Vol.5, No.1, pp.72-85, 1994.

저 자 소 개

서 동 택(Dong-Taek Seo)

정회원



- 2004년 2월 : 고려대학교 영어영문학과 학사
- 2008년 8월 : 고려대학교 교육대학원 기업교육전공 석사
- 2013년 2월 : 경희대학교 국제대학원 박사과정 수료
- 2013년 ~ 현재 : 경희대학교 국제대학원 박사과정
<관심분야> : 조직행동, 조직심리, 정보통신서비스