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2017

Organizational Politics and Employee Behavior: A Comparison Between the U.S. and Lebanon

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2017

Abstract

Organizational Politics and Employee Behavior: A Comparison Between the U.S. and

Lebanon

by

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MBA, Davenport University, 2006

BS, The University of Michigan, 2004

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

May 2017

Abstract

Organizational politics (OP) is describe by many researchers as actions which affect

activities, behaviors, and most importantly decision making through the use of power.

Guided by Hofstede's cultural dimension theory and Mallol's, Holtom's and Lee's job

embeddedness theory, the aim of this study was to examine employees' reactions toward

OP regarding the substantially different cultures of the U.S. and Lebanon. These specific

two countries were selected due to a gap in published research on culture and value

differences. Research questions examined the extent to which cultural values differed and

how employees respond differently facing OP. A survey-based research design included

352 participants, 176 from each country, was used to assess the perception and cognitive

levels of employees in regards of political behaviours and practices within their

organizations. Key variables of cultural values, political behaviours, and employee

responses were measured by a structured survey questionnaire. Using SPSS version 23 a

correlation matrix, T-test, and descriptive ststistics were used to analyse the data.

Findings indicated that Lebanese employees experience more power distance and gender

role differentiations thus resulting in higher job related stress and anxieties and lower

motivation levels than The U.S. employees. Outcomes of this research are beneficial for

the organizations and society to cope with the problematic aspects of OP. Potential

implications for positive social change are in the form of significantly reducing employee

inequity, unfairness, and injustice practices and most importantly reducing employee

stress.

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Dedication

I would like to dedicate this study to my husband Rabih. Who supported me and empowered me to continue my journey of becomining a PhD scholar and working towards helping and teaching others to gain from the knowledge and experience that I have. Also, to my one year old baby boy Karim who was my inspiration to work harder towards my goal, hoping that when he grows up he would be proud of his mother.

Acknowledgements

I would like to thank Dr. Lee Lee for his dedication, patience, honest, and timely feedback without which it would have been very difficult to successfully complet this study.   To Dr. Godwin Igein, my second committee member, thank you for your detailed review and feedback. Your valuable input made the study stronger. My URR, Dr. Mohammad Sharifzadeh, thank you for your valuable input.

To my husband, thank you for being there for me during this long journey wich witnessed two multiple sclerosis attacks and the bith of our baby boy. I would have never made it with out your help and support.

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Chapter 1: Introduction to the Study

Background

Organizational politics (OP) was defined by many researchers as actions which affect activities, behaviors, and most importantly decision making through the use of power (Dhar, 2011; Tlaiss, 2013; Brouer, Harris, & Kacmar, 2011). OP within a workplace is implied by Bouckenooghe, Zafar and Raja (2015) as the premeditated use of power by individuals to satisfy personal interests and goals within their workplace. Many managers resort to using their position of power within an organization to affect decision making and influence an action. OP can manipulate behaviors and transform organizational harmony and effectiveness to a more destructive outcome. Destructive outcomes include but not limit to reduction in job satisfaction and commitment to the overall organization, reduction in job effectiveness, higher intents to turnovers and higher job anxiety. Daskin and Tezer (2012) illustrated some of these destructive organizational consequences in their research.

According to Abbas and Raja (2014), OP can be considered as a portion of organization's social fabric. Although, some researchers consider OP to be a necessity for the growth of the organization, others argue that it is an organizational stressor that negatively affects proper functioning of an organization. However, mixed evidence has been found regarding the impact of perceived organizational politics on various job outcomes. For instance, a study conducted by Chang, Rosen and Levy (2009) suggests that impact of organizational politics on job outcomes varies across cultures.

Globalization has emphasized the importance of organizational justice effects across different cultures. They outlined that differences in cultures may lead to

differences in reactions and practices of organizational politics (Shao, Rupp, Skarlicki, & Jones, 2013). It is argued that reaction of employees towards organizational politics might be culture-dependent. Organizational politics within organizations is seen to be more prominent within countries that are labeled as being linked to individualism, femininity, uncertainty avoidance, and low power distance (Shao, Rupp, Skarlicki, & Jones, 2013). It is important to note that Lebanon exhibited a high score for power distance and masculinity according to The Hofstede Center (2015). It remains indefinite whether or not national culture contributes to the level of organizational politics practiced within organizations.

A quantitative, deductive, survey-based research assessing different employee work-related behaviors (motivation, job anxiety, and intent to turnover) as it relates to organizational politics is utilized in this study. Findings from this study are used to relate employee work values to organizational politics through testing differences in cultural values between the U.S. and Lebanon.

Problem Statement

The problem tackled in this research is that organizational politics have the ability to manipulate behaviors and transform organizational harmony and effectiveness to a more destructive outcome on the employee level (Dakin and Tezer, 2012). The rise of globalization has emphasized the importance of organizational justice effects across cultures, thereby outlining that differences in cultures may lead to differences in reactions and practices of organizational politics (Shao, Rupp, Skarlicki, & Jones, 2013). The general business problem is that employees and managers of the Middle East are facing stress at a more increased level than their U.S counterparts due to organizational politics.

Organizational Politics (OP) within the workplace has been researched thoroughly in literature, and so has employee motivation and overall employee reactions within the workplace. Such research has mainly dealt with North America and small parts of Europe. Clarke (2011) and Deyneli (2014) suggested that further research into international comparisons of culture and employee motivation and intent for turnover is needed.

Scholars argue that behavior of employees towards organizational politics might be dependent on culture. Therefore, research on OP must consider social values, norms and cultural factors relevant to the organization, its employees and the unique environment in which it exists.. Therefore, this research may help in understanding the relationship between culture in the national context and organizational politics, and its effect on employee motivation and turnover intent in a better way. To satisfy this gap in the lack of comparative analysis and previous studies performed on this topic, this study will be based on a survey data collected specifically for this research in the U.S. and Lebanon.

Purpose of the Study

Using the most traditional approach to organizational politics, the purpose of this quantitative survey research is to examine employees' reactions to organizational politics in two substantially different cultures, Lebanon and the U.S. This is achieved using Hofstede's cultural dimension theory and Mallol's, Holtom's and Lee's job embeddedness theory, the intent is to analyze how differences in cultures and value in U.S. and Lebanese banks reflect on organizational politics and how the level of organizational politics in each country generates different reactions from employees and

managers working there. Therefore, the independent variables (IV) for the study have been decided as cultural values, organizational politics, and work value differences, while the dependent variables (DV) is employees' responses to organizational politics. The participants in this research will be employees and managers from two U.S. banks in the Detroit Metropolitan area, and two Lebanese banks in the capital city of Beirut. The research aims to improve business practices in both U.S. and Lebanon' banking sector by highlighting issues in organizational practices that lead to negative employment behaviors and reactions.

Theoretical Base

The theoretical framework for this study is Hofstede's cultural dimension theory (1983) to understand the effect of culture and cultural change on organizational politics and motivation of U.S. and Lebanese employees. Furthermore, Mallol's, Holtom's, and Lee's (2007) job embeddedness theory is utilized to understand voluntary turnover and how it relates to job satisfaction. Hofstede (1983) and Mallol, Holtom, and Lee (2007) work has been used widely over the past decades and has been further developed and expanded. For instance, subsequent research and application of Hofstede (1983) was made by Rinne, Steel, and Fairweather (2012) and offer insight into the relationship between cultural values and innovation sparked by motivation. Rinne, Steel, and Fairweather (2012) found a strong positive correlation between cultural values and individual innovation. Rinne, Steel, and Fairweather (2012) suggest that cultural values may have a significant effect on motivation sparked by organizational politics.

Mallol, Holtom, and Lee (2007) embeddedness theory has also attracted great attention over the years and sparked further research such as that of Jiang, Liu, McKay,

and Mitchell, (2012). Jiang, McKay, and Mitchell (2012) bring into perspective the job embeddedness theory proposed by Mallol, Holtom, and Lee (2007) and expand this research into job embeddedness affecting employee voluntary turnover and job satisfaction factors from the perspective of national, organizational, and individual standpoint.

The Link between Hofstede (1983) cultural dimensions and Mallol, Holtom, and Lee (2007) job embeddedness theory to this research is illustrated in Table 1.1 below. In chapter 2 a more elaborate discussion on the theoretical foundations on which this study was based is presented .

Table 1.1:

Lebanon vs. U.S. Comparison Table

	Lebanon	U.S.A.
Work values		
	Collectivistic values	Individualistic values
	High power distance	Low power distance
	Authoritative	Democratic or low authoritative
	High desire to avoid uncertainty in the job or goal	Willing to challenge uncertainty of tasks and goals
	High gender-role differentiation	Low gender-role differentiation
Organizational politics	Hierarchical in decision making and control of tasks	Horizontal in decision making and control of tasks
	Low office politics	High office politics
Employee	High anxiety and elevated stress	Low anxiety and moderated stress

responses to organizational politics	when encountered organizational politics High turnover intention tied to organizational politics	at the organizational politics Turnover intention not necessarily tied to organizational politics

Research Questions and Hypotheses

Combining the two schools of thought and theories the model will be developed. Based on the theories mentioned above, this dissertation speculates that culture values between countries are different. Differences in cultural values may directly affect organizational politics practiced. As a result, employees' reactions to organizational politics are different in each country. A comparison research is intended for this study, and its aim is to compare mean scores between the U.S. and Lebanon using cultural values, organizational politics, and employee responses to organizational politics as variables compared.

Cultural values identified will be based on the Hofstede's cultural dimensions of gender role differentiation, power distance, and individualism. Organizational politics is defined as the actions affecting behaviors, and decision-making through the use of power. Employee reactions are based on the perceived organizational politics will be identified through the intent to turnover, the level of stress and job anxiety, and motivation levels increase or decrease.

Based on the above model, the following research questions will be asked and the relationship between culture, organizational politics, and reaction to organizational politics are hypothesized below.

RQ1– What are the cultural value differences between U.S. and Lebanese managers and employees?

RQ2– What are the differences between the U.S. and Lebanese managers and employees in their political behaviors and their reactions to organizational politics?

The following are the hypotheses of the study:

Cultural Values

Hypothesis 1

H1-0 (null): Lebanese employees (LE) are equally or more individualistic (IN) and lower power distance (PD) than American counterparts (*US*).

$\mu(IN)LE \geq \mu(IN)US, \quad \mu(PD)LE \geq \mu(PD)US.$

H1-a: Lebanese employees (LE) are less individualistic (IN) and higher power distance (PD) than American counterparts (*US*).

$\mu(IN)LE < \mu(IN)US, \quad \mu(PD)LE < \mu(PD)US.$

Hypothesis 2

H2-0: Lebanese employees (LE) are less gender-role differentiating (GR) than the American counterparts (US).

$\mu(GR)LE \leq \mu(GR)US$

H2-a: Lebanese employees (LE) are more gender-role differentiating (GR) than the American counterparts (US).

$\mu(GR)LE > \mu(GR)US$

Organizational Politics

Hypothesis 3

H3-0: Lebanese employees (LE) practice equally or more political in the organization (PO) than their American counterparts (US).

$\mu(PO)LE \geq \mu(PO)US$.

H3-a: Lebanese employees (LE) practice less political in the organization (PO) than the American counterparts (US).

$\mu(PO)LE < \mu(PO)US$.

<u>Reactions to Organizational Politics</u>

Hypothesis 4

H4-0: Lebanese employees (LE) take equally or less stress (ST) and experience equally or lower job anxiety (AN) when encountered with organizational politics than their American counterparts (US).

$\mu(ST)LE \leq \mu(ST)US, \quad \mu(AN)LE \leq \mu(AN)US$.

H4-a: Lebanese employees (LE) take more stress (ST) and experience higher job anxiety (AN) when encountered with organizational politics than their American counterparts (US).

$\mu(ST)LE > \mu(ST)US, \quad \mu(AN)LE > \mu(AN)US$.

Hypothesis 5

H5-0: Lebanese employees (LE) are equally or less likely to show turnover (TO) intention; and are equally or more likely to be motivated (MO) when encountered with organizational politics than their American counterparts (US).

$\mu(TO)LE \leq \mu(TO)US, \quad \mu(MO)LE \geq \mu(MO)US$.

H5-a: Lebanese employees (LE) are more likely to show turnover intention (TO) and are less likely to be motivated (MO) when encountered with organizational politics than their American counterparts (US).

$\mu(TO)LE > \mu(TO)US, \quad \mu(MO)LE < \mu(MO)US.$

Using the questions developed for the questionair found in the appendix and using a likert scale model of 1 trough 5 respectivly, participants will have the opportunity to answer each of the questions by stating strongly agree (SA), agree (A), nutral (N), disagree (D) and strongly disagree (SD) Each of the hypothesis tested will first be calculating the sample mean for the variable tested and comparing these means for the two countries to each other inorder to accept or not accept the hypothesis tested. The primary statistical tool for testing the main hypotheses is the difference-of-mean test (t-test). Basic statistical analyses to show adequacy of the sample and reliability and validity of the measures will include: frequencies and descriptive statistics,analysis of variances, and bivariate correlation.

Definitions

The terms used in this research merit defining since some constructs can be interpreted differently than the intended true meaning referred to in this research. Following is the definition of key variables of the study:

Employee reactions: Employee reactions in this research are specifically the employee motivation levels, job anxieties, work-related stress, and the intent to turn over. Employee reactions are many within an organization and can be related to organizational politics. But for the purposes of limiting the investigation for more accurate findings, behaviors have been narrowed down specifically to the behaviors mentioned above only.

Individualism-Collectivism: McCoy et al. (2005) defines this dimension as the extent to which an individual prioritizes self-interest over the interests of the group.

Job Anxiety: According to Srivastava (1977), job anxiety is the employee's apprehensive and fearful mental state towards various job components. Simply speaking, it is the general worriness level that an employee encounters in one's job over a period of time. This affects psychological construct leading to effect on various work outcome (Muschalla, Linden & Olbrich, 2010; Griffith & Hebl, 2002).

Masculinity-Femininity: According to Hofstede (2001), this dimension is related to the characteristics of the culture, instead of the gender of the subject. Feminine culture prefers processes and aesthetics, while masculine culture prefers output and performance.

Organizational Politics (OP): is defined as the active or passive use of power applied in aim to influence activities or actions in order to maximize personal interest (Amit & Bar-Lev, 2012; Daskin & Tezer, 2012; Chen, Ployhart, Thomas, Anderson, & Bliese, 2011).

Perception of Organizational Politics (POP): According to Robbins et al. (2008), perception can be defined as a process through which individuals give meaning to their environment after organization and interpreting their sensory impressions. Perception of organizational politics, in this current study, is defined as individual's perceptions of other people's selfish behaviors or acts, usually related to manipulation of OP.

Power Distance: It is defined as "a measure of the interpersonal power or influence between (a superior) and (a subordinate) as perceived by the (subordinate)" (Hofstede, 2001). Furthermore, it is "the extent to which the less powerful members of

institutions and organizations within a country expect and accept that the power is distributed unequally" (Hofstede, 2001, p. 98).

Short-term vs. long-term orientation: Organizations with short-term orientation focus on past and quick results, while organizations with long-term orientation focus on future and prefer stable progress to long-term organizational goals (Waarts & Van Everdingen, 2005).

Stress: It is an expected outcome of complexity in socioeconomic environment. Furthermore, it can be a stimulant as well. In particular, work stress is the experience of any negative emotional states like, anxiety, depression, frustration and irritation because of characteristics related to work (Kyriacou, 2001).

Turnover intention: Turnover intention is the tendency of employees to leave their job they are currently working it (Lee et al., 2012; Schyns et al., 2007).

Uncertainty Avoidance: According to Hofstede and Peterson (2000), it is the intolerance for ambiguity and uncertainty. Minkov and Hofstede (2011) define this dimension as the "the extent to which the members of a culture feel threatened by uncertain or unknown situations" (p.12).

Assumptions

Assumptions implemented in this study are that the samples used will adequately represent the cultures studied and that the participants will respond truthfully and honestly. Another assumption is that organizational behaviors differ between the U.S. and Lebanon considering that the U.S. is a first world country, and more funding is spent on employee training and development.

Scope, Limitations, and Delimitations

The scope of the study is limited to the two cultures, i.e. American culture and Lebanese culture. Furthermore, the scope of the study is also limited to the two companies approached for the collection of the data. On the otherhand, limitations primarily faced in this research include the willingness of employees and managers to open up and share their organizational politics experiences and effects. Moreover, upper management and human resource departments may find this research threatening to their internal political stability and may ban the surveys from being distributed to their employees. These two limitations will be eliminated by assuring complete anonymity and confidentiality to the participants that their names and organization will not be revealed to anyone. Surveys were distributed to bank branch employees. The employees had sufficient time to answer the questionair and submit it in sealed envelops to the survey collector. The delimitations was in the form of reaffirming employees and managers participating that any and all information collected from the surveys will strictly and only be used for the purposes of this study. Moreover all the information collected will remain confidential and will not be shared with anyone other than for the purposed of this research.

Nature of the Study

This quantitative research is a survey based deductive study, investigating bank employees and organizational politics at four specific banks. These four banks are selected because they are among the top leading banks in their markets based on their capital investments, deposits, and market shares according to the FDIC in the U.S. and the Central Bank in Lebanon . This quantitative research is a survey based deductive

study, which relates work values and culture to organizational politics. Moreover, Hofstede's (1983) cultural dimensions theory is utilized to understand specific instances in which culture has an effect on employee behaviors.

The research design is survey method, due to the reason that the four specific banks will be investigated and the factors that affect the employees at these four banks will be identified. The utilized design for data collection will be a questionnaire survey, which will be distributed to branch bank employees (176 participants from each country, 88 taken from each bank and). Questions that will be asked in this survey will aim to uncover potential injustice, bias treatments, and other preferred treatments carried out by management and affecting employees. Sources of the data will be the surveys collected from bank branches employees which are going to be encoded into quantitative data into the SPSS software in order to generate the descriptive statistics, t-test, and reliability test for internal consistence of the statistics for this study.

Significance of the Study

A significant amount of research into organizational politics and perceived organizational politics has been conducted in North America and Europe and unless more research is performed in non-developed countries, researchers, as well as practitioners, will lack the confidence in their generalization of findings (Abbas, Raja & Darr, 2014). It is essential that we understand differences in cultures and how that reflects directly on employee reactions.

The study has aimed to create a better understanding of the organizational behaviors and the cross cultural management of the leadership; both in the light of theory and practice. Practical significance of this study lies in the fact that it may help those

individuals who are in managerial or human resource position to better understand and cope with cultural differences and how organizational political behaviors can make or break an employee and ultimately positively or negatively affect the overall organizational performance. Furthermore, the research findings may also help in developing improved diversity management strategies within the organization. On the other hand, theoretical significance of this study is that it will test whether reactions to organizational politics is dependent on culture or not. This may enhance the understanding of scholars and managers about the impact of organizational politics. Most importantly, this research may add to the U.S. and Lebanese HRM and organizational politics literature.

Implications for Positive Social Change

With the ever expanding market of business globalization and talent management, it is increasingly becoming more crucial to attract and retain expertise and talents from all over the world. As a result, understanding differences in cultures and thereby differences in employee reactions are critical to maintaining and attract employee in the ever more competitive talent market. In doing so, employee stress is reduced while increasing their productivity and motivation within the organization. Global organizational competition is increasing, thereby increasing the need for a diverse workforce and management who can cope with diverse work situations and workforce.

Differences in cultural values and how these values shape organizational politics are examined, thereby affecting employees differently within the organization in their responses to organizational politics. The aim in this study is to bring into scope the significance of comprehending, respecting, and working effectively in different cultures

to bring out the best in the employee while reducing stress levels and job anxieties associated with cultural differences that may exist. Furthermore, examining whether employee behavior to organizational politics is culture-dependent can help managers develop strategies accordingly within a diverse workforce environment in the globalized environment.

Summary

Much literature has been written and studies conducted on organizational politics and its effects on employee reactions. But, majority of this research is conducted in North America and a limited number of countries in Europe. Cultural influences, such as values and norms may reveal that organizational politics can affect individuals differently in different countries. Organizational politics has a direct effect on individuals on a personal level, and on the overall organizational performance and bottom line. The literature review also identifies the gap in literature where the two countries selected for this comparison study have not been researched before.

The next chapter is the literature review of the studies, and previous research conducted on this subject. Research has shown that organizational politics and perception of organizational politics has a direct effect on employees. Cultural considerations need to be applied to better understand the extent of how culture can play a role in organizations, and how management need to aware and trained on cultural differences when managing in multinational organizations or a diverse workforce.

Chapter 2: Literature Review

Introduction

The research will assess different employee work related behaviors, such as motivation, job anxiety, and intent to quit as it relates to organizational politics; relating employee work values to organizational politics through testing differences in cultural values between the U.S. and Lebanon. Employee behavior can be defined as the actions or activities that employees portray (Clarke, 2011; Jiang, et al., 2012). These behaviors include job withdrawal, which is predicted to be a result of job anxiety and a contributor to the intention to turnover (Bouckenooghe, Zafar, & Raja, 2015; Dhar, 2011). Other behaviors include decreased productivity, which is seen as a result of decreased motivation (Jiang, et al., 2012).

Organizational politics has had its challenges over the past decades by attempting to define it. Political behaviors within organizations are said to be highly surreptitious, symbolic, and subject to differences in perception (Al-Zu'bi, 2010; Clarke, 2011; Dhar, 2011). Organizational politics are the activities and behaviors practiced by individuals in power to alter or affect a decision making process, this is perceived to have detrimental effects on the individuals as well as the organization in general (Tlaiss, 2013; Brouer, Harris, & Kacmar, 2011). Butt, Imran, Shah and Jabbar (2013) suggested that team work can be helpful in mitigating the negative impacts of perceived organizational politics. Bodla and Danish (2013) proposed a theoretical model based on multiple dimensions: influence tactics, political behaviors and power, and politics that might unveiled the behavior of employees towards politics within an organization.

Evidence in literature show that there have been many studies conducted that have clearly linked culture as a direct contributor to job satisfaction and turnover intent, the literature points to a strong relationship in individualistic culture opposed to that found in collectivist cultures (Yunxia, & Jianmin, 2010; Pressentin, 2015; Hwang & Francesco, 2010). This research could provide appropriate and important information of valid prescriptive advice on effectively managing organizational politics.

Literature Search Strategy

The research in this study has aimed to collect the most authentic literature from the previously existing studies that have already been found to be addressing the mentioned issue. Therefore, the study has made the use of most authentic studies to address the collection of the literature. Using published articles, books, research studies, and conference publications available dated within the past ten years sources included The Walden University Library, Google Schoolar, and The University of Michigan Library.

Theoretical Foundation

The theoretical framework for this study is Hofstede's cultural dimension theory (1983) to understand the effect of culture and cultural change on organizational politics and motivation of U.S. and Lebanese employees. Furthermore, Mallol's, Holtom's, and Lee's (2007) job embeddedness theory is utilized to understand voluntary turnover and how it relates to job satisfaction. Hofstede's (1983) cultural dimensions issues are labeled as power distance, uncertainty avoidance, individualism versus collectivism, masculinity versus femininity, long term orientation, and indulgence. Hofstede's Index has compared the cultural dimensions between the U.S. and Lebanon and findings from these

comparisons leads to believe that Lebanon is much more unfair when it comes to distributing power and its society is less individualistic than that of the U.S. When comparing power and individualism, such differences in society lead to the belief that managers in Lebanon could be practicing power over employees at a much higher level than the managers in the U.S. According to the Hofstede's Index (The Hofstede Center, 2015) the following are the collected data from both countries for each of the dimensions compared.

Power distance refers to the extent of which power is distributed or expected to be distributed among organizational members. Less-power members in power distance expect power to be distributed unevenly and unfairly. Cultures differ in their practices of power distance, for example, the U.S. scores a 40 on the power distance index where Lebanon has a score of 75. Such score ranging from 1 to 100 means with 1 being the least power distance observed and 100 referring to very high power distance observed. U.S. employees scoring 40 meant that employees of less power in an organization or society expects and accepts the inequality of power distribution. Lebanon, on the other hand, has a score of 75. The higher the index score for power distance the more unevenly and unfairly power is distributed based on social and cultural norms.

Uncertainty avoidance in the Hofstede Index the U.S. scored a 46, while Lebanon scored a 50. This index refers to the degree of which society believes that they may have control over the future. While the average is 50/100, Americans are said to perceive the future as more ambiguous, and they may have no control over it. In cultures with lower uncertainty avoidance scores, there is a higher degree of new ideas and innovations. Individualism versus collectivism refers to the social behavior of society in which an

individual society is more concerned with the individual, opposed to the society or group as a whole. In an individual society, people's self-image is more stressed on and defined by "I" opposed to the "We". On the Hofstede index, the U.S. scores a 91 which is among the highest scores for countries, while Lebanon scored a 40. Implying that the Lebanese society is a more tightly knit collectivist society and individuals rely on authority for support and guidance. American organizations have developed the hierarchical system for convenience, where managers rely on the employees for their expertise and experience and information is frequently shared.

Masculinity versus Femininity refers to the degree to which achievements and goal orientations drive society. A high score on this index indicates a high level of goal orientation and competition-driven society. Lebanon had a score of 65 while the U.S. scores a 62 indicating for both an above average of success driven, goal oriented society. Even though both countries had a very close score on this index, the significant offset can be seen in the power distance, individualism, and indulgence indices. Such offsets meant that the Lebanese employee has a higher need for guidance brought about by managers in order to perform. Such guidance is also evident in the Individualism Index where society is closely knit and relies on feedback and the support of others to function. Long Term Orientation refers to the level of which a culture prefers to resort to past traditions and experiences in dealing with its current situation and societal progress. For example, low-scoring countries favor traditions and view social changes with the notion of suspicion. U.S. has scored a 26 which is considered a reasonably low score for this index.

The short-term centered manifestations is evident in practices, such as the reporting of quarterly financials and profits, and views of what is good vs. bad or evil

when it comes to issues such as abortion, weapons, and government controls. Lebanon, on the other hand, had an even lower score of 14 for this index making it an even more pragmatic society. Indulgence refers to the degree of which individuals can control desires and impulses based on the values and the norm on which they are raised. The opposite of this impulse and control is referred to as "restraint". The U.S. has an above average score of 68 on this index while Lebanon scored below

average at 25. Lebanon's score refers to a strong control over such impulses and desires. U.S. society, for example, has embarked on a war against drugs, but drug addiction in the U.S. continues to be higher than any other wealthy country. Table 2.1 below illustrates these scores.

Table 2.1

Hofsted's Cultural Dimensions

Cutural Dimession	U.S.	Lebanon
Power Distance Index	40	75
Uncertainty Avoidance	46	50
Individualism vs Collectivism	91	40
Feminenity vs Masculanity	62	65
Long Term Orientation	26	14

Mallol, Holtom, and Lee (2007) job embeddedness theory proposed that there is a web of connections made up of family, social network including work and non-work friends and community, psychological factors, financial factors, physical environment in

which the employee live. Such web connections all have an effect on the employee the organization within which they employed. Connections that connect the employee to the surrounding web have a direct link to the employee loyalty, job performance, and intent to turnover.

Organizational Politics

As highlighted by Ferris and Hochwarter (2011), organizational politics is a self-serving behavior that is focused on securing advantage over others and is considered as a burdening stressor clearly observed in uncertain working environments. The perspective of organizational politics is related to the ways in which the organization's members can affect organizational decisions either by using power or by actions they take for exerting impact like agenda control, the use of outside consultants, negotiation or bargaining, tactics of timings, tactics related with manipulation and control of information, and coalition formation (Elbanna, 2010). As per this point of view, organizational decisions are an outcome of a process in which people tend to have different preferences and they can form various coalitions or groups in order to support their preferences; and in which the goals of the most powerful individual or group prevails. Political behavior is traditionally regarded by authors as a destructive or negative use of power in order to fulfil personal goals, even to the level where it at times violates interest, rules and policies of the organization (Child, Elbanna, & Rodrigues, 2010). According to Elbana (2016), significance of politics in organization shows that there is something significant at risk for people, who have either lost or gained from the consequences, either in terms of reputation or something materialistic. Provided that organizational politics is a

commonly prevailing issue in organizations todays, a detailed understanding of such behavior might help in forestalling its negative consequences.

Organizational politics is initially explained by Ferris, Russ and Fandt (1989) as a process of social impact, which involves a behavior that is directed towards maximizing long-term or short-term self-interest or benefit, which maybe either at the expense of other person's interests or consistent in nature. Usually, behavior that are formally acceptable at workplace are expected to be beneficial for the organization instead of an individual or a group or benefits the organization by fulfilling individuals' goals (such as wellness programs, vacation days, rewards, etc.). However, politics is an unofficial and informal behavior, which is not defined in any employee's task structure or role, and whose beneficiary is solely determined by individual rather the firm. As people compete with each other to fulfill their personal goals and acquire power, their behavior tend to shape the psycho-social and informal context of the environment of the workplace, which revolves around social influences. This behavior naturally arises between the gaps in procedures, formally prohibited behaviors and policies of the organization. This entire process tends to shape a unique political context.

Zhonghua and Chen (2014) explained organizational politics as a process of social influence in which the members of the organization engage in different opportunistic behaviors for the sole purpose of maximizing self-interest. It is not typically recognized by the rules, regulations, and policies formalized within an organization, but is quite obvious in organizations. The researcher further stated that literature argued that perception of employees of organizational politics leads to different negative and adverse outcome, including lowered organizational commitment, decreased task performance,

lessened organizational citizenship behavior and job satisfaction. Still some studies in recent years suggest that there is a positive relation between individual outcomes and perceived politics. In their research, Zhonghua and Chen (2014) developed a theoretical model on the basis of the person-organization fit theory. Through their model, the researchers identified the possible conditions of the relation between perceived organization politics and employees' job performance, along with linking the psychological process with these two variables. Firstly, Machiavellianism was identified as a mediator. It was observed that when Machiavellianism was high, there was a weakened negative relation between job performance and perceived politics as higher Machiavellianism fits with the higher levels of perceived politics. On the contrary, the relation becomes stronger when Machiavellianism is low. A psychological process, such as organization identification was examined as a second mediator. The researcher proposed that organizational identified not just acts as a mediator for this relationship, but also mediates the impact of Machiavellianism on this relation. After conducting a hierarchical regression analysis, it was demonstrated by the research findings that perceived organizational politics has a significant negative impact on both Organizational Citizensship Behaviors (OCBI) and task performance.

According to Vigoda (2000) principles of organizational politics, it has a negative relation with job-related feelings of managerial loyalty and employment fulfillment. In a research, Kodisinghe (2010) described the impact of perceived organizational political matters on working pleasures of organizations. The researchers used a sample involved 300 workers and analyzed the information with the help of correlation analysis and regression analysis. An inverse relationship between both the variables was concluded by

the research findings. Politics is referred to both the strategic processes that challenge or use power, as well as the force that exerts social influence on organizations. Voronov (2008) distinguished between deep structure politics rooted in symbols, communication, and culture, and surface politics as a way of practicing power on different influential source (authority, gatekeeping, resources, manipulation). Deep structure politics is referred to the sense making, the taken-for granted rules, the system, and the organizational structure. For managers, organizational politics is all about their ability to force or influence processes and changes and their political agenda. Therefore, politics is about shaping a perception of the organizational reality and creating legitimate perception as well as imposing that perception on others (Voronov, 2008). Elbanna, Benedetto and Gherib (2015) concluded that there is a negative impact of the practice of political behavior on decision making process.

It is highlighted by Khalid and Ishaq (2015) that political tactics and behaviors are widely observed in every organization. These tactics have a significant impact on performance of employees at workplace. Perceptions of employees about the politics prevailing in their work environment can significantly affect their work. Naturally, politics occur due to diverse workforce within an organization, along with the differences between employees' knowledge, agendas, skills, and views.

Saeed, Butt and Azam (2013) attempted to synthesize previous studies by highlighting some major factors affecting individual performance of project team members. The research findings highlighted a positive relation between perceived workplace politics, organizational communication, and organizational commitment with

individual performance of project team members; however, a negative relation was found between individual performance and task delegation.

In context of organizational politics, its existence is not the prime importance, but what is important is to understand the degree to which it governs the organization. It is important to note that studies focused on organizational politics have examined the concept from various perspectives. Precisely, the term has been used as a mediator, a moderator, an outcome and an antecedent because the construct is measured on the basis of perceptions of employees.

Marques (2010) and Ferris and Treadway (2012) highlighted that all organizations have some degree of politics mainly as a result of varied ideas and interests within the organization. However, we might not yet be able to classify organizational politics solely as negative or positive phenomena, previous studies identified some negative outcomes of organizational politics. Gull and Zaidi (2012) conducted research to identify the impact of workplace politics on job satisfaction of employees. The researchers determined the association and effect of workplace politics and the impact of various dimensions of organizational politics on job satisfaction of employees (Gull & Zaidi, 2012). Their study included a sample of 250 employees taken from the healthcare sector. Data was analyzed using SPSS 23 a t-test and average mean comparisons were applied to test the hypotheses. According to the research findings, there was no link between the level of job satisfaction among employees and motivation of employees to act in a self-serving manner for the attainment of valued outcomes. The study findings also determined that there is a negative relation between the levels of job satisfaction among employees and employees' silent actions to achieve personal benefits. Moreover, it was

also highlighted by the researchers that there is a negative association between level of job satisfaction among employees and organizational politics based on the policies. Based on their findings, researchers concluded a negative relation exists between perceived organizational politics and job satisfaction level (Gull & Zaidi, 2012). There was an inverse relation between both the construct that is higher perceived organizational politics results in decreased levels of job satisfaction among employees. Garcia-Morales, Jimenez-Barrionuevo & Gutierrez-Gutierrez (2012) have supported the outcomes that transformational leadership can easily influence the organizational performance in regards of the learning and innovation. Transformational leadership is relatively helpful for the employees to improvise their regulative processes through better consultation. Thus, organizational politics can be easily reduced through transformational leadership.

Organizational politics is explained as a vital ingredient of organizational life, referred to behaviors that safeguard personal interests instead of organizational interest. The concept of organizational politics, which is well-understood these days, was explained by Ferris and Kacmar in 1991 as the extent to which an employee views his/her workplace as political, which makes them feel that their workplace environment is unjust and unfair.

Furthermore, it was argued by Gotsis and Kortezi (2011) that organizational politics is individuals seeking self-interests in a firm, without considering the impact it would have on the ability of an organization to acquire its goals and meet its objectives. Within organizational culture, assumptions of bounded self-interest is far better representation of actual human behaviors. There are some selfish members of the organization, who mainly promote self-interests and at times even at the expense of

organization's objectives. According to Teufel and Weissenberger-Eibl (2011), there is a connection between the selection of a project for new product development and the impact of organizational politics. Beyes and Volkmann (2010) pointed out the need of encouraging the identification of theory of organizational politics.

Conceptual Elements of Organizational Politics

It has been suggested by previous researchers that the historical research concerning organizational politics has been greatly held up by a lack of conceptual and theoretical maturity, indicated by continuous disagreements in relation to key conceptual elements of the construct. Nevertheless, despite of the immaturity in previous studies, these studies provided key theoretical backgrounds and conceptual frameworks to understand organizational politics. Previous studies highlighted two distinct frameworks of organizational politics and three related concepts important for laying the foundation of organizational politics concept.

Organizational politics, in terms of theoretical framework, is seen as an indicator of attempts made by individuals or groups for promoting or defending self-interests by persuading or influencing others' behavior, specifically in uncertain organizational settings and ambiguous situations. Political behaviors as such in theoretical frameworks were not found to be necessarily illegitimate, negative, or outside the boundaries informal or formal norms of the organization. Similarly, according to theoretical approach, benefits of organization related to political behaviors can occur irrespective of whether such behaviors were unsanctioned or sanctioned.

The second theoretical framework differs from the first theoretical approach in conceptualizing politics of the organization, known as organizational behavior approach.

Largely based on applied research, this approach consistently holds a negative view of the organizational politics concept, which has been viewed as being at worst, contrary or nefarious for the goals and objectives of the organization.

Where it has been suggested by researchers that at least some level of organizational politics are unavoidable and inherent, they have also concluded that certain elements can increase the level of politic at workplace. Some of these factors include the structure and size of the organization, competition due to lack of resources, power, and uncertainty within the organization specifically related to processes, decision making, and goals.

Reactions to Organizational Politics

According to previous studies, organizational politics has a negative association with organizational outcomes, like intention to quit, stress, organizational citizenship behaviors, and job satisfaction (Perrewé, Rosen, & Maslach, 2012). In a research, Gbadamosi and Chinaka (2011) analyzed the impact organizational politics, organizational commitment and turnover intention on the efficiency and effectiveness of employees. The research sample was comprised of 352 non-randomly selected employees, between the age range of 25 and 53 years. The researchers used ex-post factor research design to analyze the data. Two instruments were used in the study: Turnover Intention Scale, Perceptions of Organizational Politics Scale. According to the research findings, there was a higher correlation between work efficient, turnover intentions, organizational commitment, and organizational politics. The researchers concluded that perceived organizational politic shave a negative impact on employees' behaviors. In another research, Sowmya and Panchanatham (2011) examined the impact of politics on

employees' behavior in banking industry. According to the study, organizational politics negatively influences employees as it can affect negligent behavior and turnover intentions, and these were because of influence of variables such as job involvement and job satisfaction on organizational politics.

Research also highlighted leadership style to be an important factors that is related to organizational politics. A strong association between different styles of leadership and organizational politics was found by Ram and Prabhakar (2010). The researchers also identified that there is a negative relation between the perception of organizational politics with job involvement, job stress, job satisfaction and intentions to quit. Perceptions related to organizational politics and job stress demonstrated that transactional leadership style has an impact on work-related outcomes. The research findings explained weak impact of perceptions of organizational politics on job involvements and job satisfaction, having a negative relationship between them. Furthermore, the researcher highlighted a positive correlation of organizational politics with intentions to quit and job stress, suggesting that these variables can have an adverse impact on employees' overall performance (Ram & Prabhakar, 2010). The research outcomes also showed that perceived organizational politics increases turnover intentions, which in turn increases employees' stress levels, where stressed employees are hindrance for the progress and success of an organization.

Perceived organizational politics influences performance levels of employees which further influences organizations; overall performance. Ullah, Jafri and Dost (2011) conducted a synthesis of literature focused on politics of organization. The researchers aimed to analyze political skills, employees' behavior and organizational politics. Liu,

Liu and Wu (2010) also highlighted that personal power tends to mediate the moderate association between political skill, career gowth, and political behavior.

A cross-sectional survey was performed by Jam et al. (2011) to explore the combined and direct effects of political perceptions and political skills on job-related outcomes. To analyze intentions to quit, job outcomes, affective commitment, contextual performance, and job stress were used as variables. The research included a sample of 300 employees. According to the results, there was a significant difference between the intentions to quit and contextual performance for mutual effects of perceptions of politics in organization and political skills. Bodla, Afza and Danish (2014) argued that perceived organizational politics is very important part of organizational life in context to the members of the organization as it has a significant impact on different process that eventually influence the performance of employees. Their study examined the relation between perceived organizational politics and multi-dimensional performance of employees measured by individual behavior- organizational citizenship behavior and in role employees' performance, simultaneously. Furthermore, the process that tends to operate these perceptions was also investigated by Bodla et al., (2014) in the light of the theory of social exchange and its reciprocity norms. The researcher collected data using self-administered survey questionnaires from people working at national levels. A total of 1163 questionnaires were filled and data was analyzed using SPSS 23. The measurement and structural model was developed using AMOS by the researchers (Bodla et al., 2014). The research findings revealed that the perceptions of social exchange have a mediating impact on the relation between employees' performance and perceptions of organizational politics.

Chang, Rosen and Levy (2009) developed a model to test the association between turnover intentions and job performance and perception of organization politics. The meta-analytic research highlighted a bivariate and significant relation between perception of politics and strain, job satisfaction, task performance, affective commitment, turnover intentions, and organizational citizenship behavior towards organization as well as individuals. In addition, the results highlighted that there is a mediating effect of work related perceived politics on turnover intentions of employees, and a mediating effect of stress due to organizational politics on performance.

Measure of Organizational Politics

The organizational conditions in the U.S. have been observed to be quite different from the ones as compared in Lebanon (Lau, C.M. and Scully, G., 2015, pp.25-53). One of the reasons for the subjected cause is that, the American corporate world is having high level of human resource competition as compared to the ones in the Lebanese market. Therefore, higher level of the competition poses an increased risk of the prevalence of the organizational politics in the corporate world. In the through considerations of the previous efforts, it has been found that the professional expertise has long existed from very old times (Pettigrew, A.M., 2014). One of the possible reasons for the fact is the personal and moral growth of an individual. Moreover, acknowledgement is one of the basic needs of the person; thus, the professional growth can be termed as one of the basic methods to do so. In this regards, multiple scholars and researchers have come up with multiple ways of evaluating the organizational politics (Perrewé, P.L., Rosen, C.C. and Maslach, C., 2012, p.213). In the light of the past researches, collectivism, individualism other such personal traits have been found to be

linked with the emergence of such practices (Kreutzer, M., Walter, J. and Cardinal, L.B., 2015, pp.1317-1337). In this regards, Hofstede developed an exceptional way of computing the personal instinct of the personality in terms of the development of the environment for the organizational politics. The factors have been categorized as: power, individualism, collectivism, uncertainty of the avoidance, gender dominance, orientation, indulgence and restraint (Mazanec, J.A., Crotts, J.C., Gursoy, D. et al., 2 2015, pp.299-304). All of the mentioned factors have been noted to have been the prime contributors of the existence of the organizational politics in the corporate world. Therefore, the higher level of the professional competition tends to increase the accomplishment of all of the factors that have been mentioned. Thus, it would not be wrong to state that the professional politics is solely based upon the existence of the personal and professional growth of an individual.

Organizational Culture

Culture is referred to a system having shared meaning among all the members of the organization distinguishing one organization from another. Culture is a collective perception found amongst all the employees of the firm. A strong culture tend to provide the employees and the organization with stability and direction. Culture can affect employee behavior and attitude as well as turnover rate and performance. Chang and Lin (2007) conducted a research and identified firms that are completely measured by accessibility, honesty, management values of secrecy, answerability, and management information security have a strongly positive relation with consistency and effectiveness. Furthermore, Valencia, Valle and Jimenez (2011) highlighted that organizational culture is amongst the most prominent determining factor of imitation and innovation.

Organizations that focus on flexible culture are good at innovation and problem-solving and have good strategies for introducing and developing innovative products for the market. The culture of an organization is the day to day behavior it displays. All the organizations have a certain set of presumed understandings that employees are required to adopt and implement in order for them to fit in. The impact of culture in influencing behaviors of employees appears to acquire significance in today's business environment, as organizations has flattened structures, reduced formalization, empowered employees, introduced teams, and increased span of control.

Organizational Politics and Organizational Culture

The combination of power, culture, and politics has spread across the organization. Within increasingly competitive business environments, people have a lot to think and worry about than just finishing their given work. Workplace politics, power and culture have a strong impact on day-to-day operations. Furthermore, they administer the atmosphere and environment in the organization. Hofstede (1980) asserted that beliefs and values held by the members within a culture affect the extent to which the behaviors of institutions, groups and individuals within different cultures are enacted and the extent to which they are considered to be acceptable, effective, and legitimate. Hofstede's version of culture theory highlights four major dimensions: individualism and collectivism, femininity and masculinity, tolerance of uncertainty, and power distance. Leslie and Gelfand (2012) proposed a model of organizational politics and culture, based on two major assumptions: first assumption stated that organizational politics is supposed to be a cultural phenomenon, being part of everyday life within the organization. By definition, organization tend to develop interdependencies among the members of the

organization. In any socially interdependent workplace environment, there is a necessity of socially synchronized mechanisms and actions through which people can adopt the self-interests, irrespective of the culture. It means that organizational politics is universally present. Despite of the presence of organizational politics across the world, its frequency, consequences, and nature varies from culture to culture. Hence, leading to second assumption that culture has a significant influence on organizational politics. Similarly, Watkins, Smith, Cooke and Christian (2014) conducted a meta-analysis in order to analyze the moderating role of culture on the relationship between individual attitudes and behaviors and their perceptions of organizational behaviors. The researchers used 292 sample and highlighted that there is a negative relationship between perceptions of politics and attitudes and behaviors of employee (such as organizational commitment), relationships (such as leader-employee) and performance. Furthermore, the study identified that there is a positive relation between perceptions of politics and turnover intentions, perceptions of uncertainty and strain. According to the researchers, cultures with high uncertainty avoidance demonstrate a strong relationship between justice and perceptions of politics and weak, but positive relationship between perception of politics and turnover. In high individualistic cultures, there is a stronger relationship between perceptions of politics and empowerment and organizational commitment. Lastly, the researchers also highlighted that cultures with high power distance show a weak relationship between task performance and politics. Based on their findings, the researchers highlighted that even though people usually respond to organizational politics in a negative way, their reactions might differ depending on their cultures.

According to Leslie and Gelfand (2012), the tolerance for uncertainty demonstrated by a culture indicates the degree to which ambiguity or uncertainty exists among employees, which heightens their views of the organizational politics. Such behavior is likely to be found more in culture with lower levels of uncertainty avoidance because members are usually more tolerant towards divergent ideas and risk (Hofstede, 1980). In cultures where fatalism is higher, people experience greater acceptability of uncertainty since members exert less control on their life consequences, which increases uncertainty, lack of social relationships building and proactive coping, and dependency on others for direction (Leslie & Gelfand, 2012). When there is higher tolerance and acceptance for uncertainty within a culture, work behaviors are less likely to be viewed as political because these behaviors are normative and expected. However, it is more likely that political behaviors will be perceived. For instance, employees in uncertainty averse culture might view social influence behaviors as politics. Joan Marques (2009) has also mentioned that Human Resource department must handle certain productivity related challenges, which usually occur as a result of office politics. Moreover, the study has also indicated that organizational politics can be easily controlled through diversified HR strategies for getting success at the workplace.

In a research conducted by Vigoda (2001), the researcher focused on Israeli and British cultures and highlighted difference in the way people perceive organizational politics. The researcher attributed these difference to the factor of power distance that existed between the two cultures, since British culture ranked higher on cultural dimensions as compared to Israeli culture. A combination of two national cultural dimensions of uncertainty avoidance and power distance proposed by Hofstede (1980)

manifested a context where the mangers had all the power and authority, and the formal laws, regulations, and rules strengthened the leadership. In most cases, the existences of formal rules, regulations and laws are in the interest of management without considering the interest of employees. Furthermore, the concept of power distance is used by Hofstede as a significant dimensions on which cultures differ from country to country.

The balance of power in a culture affects the degree to which employees view a behavior as formally implicit and acceptable, or as political within an organization. Power imbalances are usually greater in cultures where power distance is at higher levels as the members of these cultures more easily accept fixed status hierarchy and unequal distribution of power with very little chance of changing unless supported by the ones in power (Hofstede, 1980; Leslie & Gelfand, 2012). Moreover, in ascription-oriented cultures are likely to face higher levels of power imbalances since the members of the culture are heavily dependent on inflexible standards for acquiring or assigning status and less dependent on competition, achievement and personal efforts. Ouakouak, Ouedraogo and Mbengue (2014) explained that autonomy within the organization incorporates two major aspects: 1) manager's ability to work without much control and supervision; and 2) the extent to which managers are empowered for decision making without the need of getting approvals from the senior managers. Previous studies reveal that the relation between autonomy and other variables like outcomes and competencies can be complex (Dimitratos, Liouka, & Young, 2014). The complex-natured relation can be viewed from standpoints: firstly, these relations might be indirect or direct with autonomy influencing outcomes of an organization through facilitating or mobilizing other variables like capabilities and organizational politics (Ouakouak et al., 2014). Secondly, there are

mixed outcomes of autonomy within the organization (Elbanna, 2016) that can have

potentially positive as well as negative impacts on work environment (Dimitratos et al.,

2014). Autonomy enables an organization to transform from a control-oriented or

centralized culture to a commitment-driven culture. Therefore, leaders need to be mindful

in exercising autonomy and cautiously considering and analyzing the circumstances in

which it is valuable (Elbanna, 2016). Since organizational behavior and strategic

management research is focused on autonomy as a prerequisite for organizational

politics, autonomy is also considered as a part of organizational culture driving

organizational politics. For instance, the empowerment of making decisions without

higher supervision is one of the most attractive characteristics for employees, which

might be perceived as a relief from policies and regulations and therefore, might provoke

political thinking and acts. Hence, it is argued by Elbana (2016) that if managers are

given freedom making decisions with lesser supervision, there is a possibility of

increased political behavior within the organization. In simpler words, this practice might

lead to increased political behaviors as managers at discrete decision locations and higher

autonomy have the power of acting in certain manner in order to safeguard their personal

interests (Child et al., 2010). Elbanna (2016) presented an article focusing on the impact

of strategic control and managerial autonomy on organizational politics and how the

strategic planning's effectiveness is affected by it. In doing so, the article outlined

specific directions that created a rebalance in the agenda of strategic management

research. The research findings indicated that higher level of autonomy in combination

with lower levels of control and power can contravene the effectiveness and impact of

strategic planning by increasing the level of tension and politics within the organization.

Cultural Effects

Dirani (2009) performed a quantitative study utilizing a convenience sample survey involving 298 bank employees in Lebanon. The level of organizational culture and commitment to job satisfaction in the Lebanese banking sectorwas measured in this study. The findings of his research presented a significant culture learning and value differences from that in the U.S. Dirani (2009) found that the concept of ongoing education and growth within the organization is to some degree a strange concept considering that individuals in Lebanon first finish their education and then afterwards they go out to seek experience and apply what they have learned. Thus, individuals are raised with the concept of receiving instructions from their "authority figures" that is perceived to know everything and provide the path of doing tasks is the first stage their instructors and then in the professional field this figure is the manager (Dirani, 2009). The organizational culture is a direct reflection of the social cultural practices and values within the country in which individuals follow and apply authority figures directions and instructions (Tlais, 2013).

On the other hand, U.S. employees are perceived as self-driven according to Valle and Witt (2001) who described self-driven employees as employees needing minimum to no instruction or guidance in performing tasks. Valle and Witt (2001) used quantitative regression analysis research which studied 355 customer service employees, found a negative effect existing between organizational politics and job satisfaction of employees. Valle and Witt (2001) study also revealed that U.S. individuals tend to have higher job performance and higher job satisfaction when they function in teams or groups, with less supervision or managerial authority directing the tasks being performed.

Cultural Values

Cultural values are analyzed based on Hofstede's cultural dimensions that affect business environment in Lebanon and the U.S.: Power Distance, Uncertainty Avoidance, Masculinity/ Femininity, and Individualism/ Collectivism. Power distance explains the extent to which society accepts unequal distribution of power. Based on Hofstede's model, Lebanon was found to be high on power distance and the U.S. was low on power distance. Second factor is uncertainty avoidance, the degree to which the members of the society feel threatened by ambiguity and uncertainty. Lebanon scored 50 showing both the aspects of uncertainty avoidance, while the U.S. scores below average. This means that the U.S. shows fair degree of acceptance towards new ideas, innovations, and willingness to try new things. It also highlights that Americans do not need lots of rules and regulations and are less expressive as compared to nations scoring high on uncertainty avoidance. Third is masculinity/ femininity, where scoring high means that the society is driven by success, competition and achievement, while scoring low means society is driven by dominant social values, such as quality of life and caring for each other. Lebanon scores higher in masculinity, which means that the managers are assertive and decisive, emphasizing on equity, performance and competition. Similarly, the U.S. is also high on masculinity, therefore, many performance systems in America are based on targets enabling employees to show their performance. Furthermore, most of the Americans live to work, thus, they work hard for gaining more and more rewards. It is also believed by American employees that a certain degree of conflict is important in bringing out the best from employees. Lastly, individualism/ collectivism is the extent to which a society focuses on being "We" instead of "I". Lebanon scores low on

individualism, and is more towards collectivism; whereas The U.S. scores high on Individualism.

Work Values

Yahchouchi (2009) used Bass' (1990) framework of transformational and transactional leadership and conducted a research to investigate the perceptions of employees of the dominant styles of leadership in Lebanon and its influence of employees' organizational commitment. Study findings also indicated that Lebanese leaders have more transformational styles than transactional style. Furthermore, researcher highlighted a strong and positive relation between organizational commitment and leadership. Yahchouchi (2009) stated that it is assumed that impact of Islamic values on workplace behaviors might give more importance to group related interests over personal interest. Both employers and employees have moral obligation for developing positive relations that result in increased organizational and teams' solidarity. According to Hofstede's cultural dimensions, Lebanon is a collective country. Collectivist culture promote conformity in groups. In Lebanon, harmony amongst groups is valued more and members of the society are more likely to be engaged in actions that emphasize and ensure coherence. Furthermore, the country scores higher on power distance, which means that the people accept hierarchical system. In such cultures, people are more dependent on manager-subordinate relationships.

On the other hand, Hofstede (2001) classified the culture of The U.S. as low in power distance. Therefore, subordinates usually do not depend on the directions of superiors and structure of the organization. Furthermore, since American people are independent in performing their tasks, the status and position does not matter.

Employees Reaction

Research suggests that perception of politics is strongly linked with increased stress at work (Miller, Rutherford, & Kolodinsky, 2008), along with decreased commitment and satisfaction, decreased job performance, and increased intentions to turnover. Furthermore, there is a strong relationship between perceptions of politics and increased political behavior amongst the employees, suggesting that political behaviors cause stress, more political behaviors, and declines performances. It has also been highlighted by several researchers that organizational politics significant influences performance of employees at workplace. These individually-specific outcomes demeanors of employees provide great insight to the feelings, behavioral intentions and thoughts of an employee about his/her organization. In an article published in 2013, Rashmi Singh referring to the poll conducted by Timejobs.com highlighted that 18 percent of the respondents reported to be engaged in organizational politics due to the fear of being victimized.

Moreover, politics can play a vital role in shaping employees perceptions of organizational fairness. For example, an employee might perceive their workplace environment to be highly victimized by politics. This perception can also lead them to think that the firm is not treating them fairly, which may result in negative employee behaviors towards the organizations. Furthermore, if an employee believes that the work environment is highly political in nature, then they will develop negative feelings and attitudes towards their organization.

Perceptions about organizational politics can have varied adverse consequences, creating communication gaps, sabotaging information sharing related to critical factors,

wastage of time, and ultimately influencing the relationship among different parties. Dhar (2011) conducted a research to explore the perception of organizational politics among employees, the situations they face and the ways they adopt for coping with these situations. The participants were taken from three different automobile companies. By conducting in-depth interviews from 26 workers, the researcher identified four major themes: 1) intentions to leave; 2) the perceived threat; 3) coping strategies; and 4) attitudes towards players. On the basis of study results, Dhar (2011) concluded that organizational politics is perceived as extremely negative and has a negative impact on employees' morale. Supporting this, Bodla, Danish and Nawaz (2012) conducted a research to analyze the mediating role of perceived organizational politics in morale and job characteristics of employees.

Thiphaphongphakaphun (2012) conducted a research to examine the impact on perceptions of organizational politics and job attitudes, which are significant to the organizational commitment of employees. The commitments of employees towards their organization indicates that the workers will perform their jobs with complete devotion and with their full capacity. The study included employees working in the province of Pathumthani in Thialand. The research employed survey questionnaire to collect information and analyzed perceived organizational politics and job attitudes by using statistical methods. Based on the research findings, Thiphaphongphakaphun (2012) concluded the impact of perceived organizational politics and job attitude on employees' organization commitment. The findings mainly highlighted that organizational politics has a partial relationship with organizational commitment.

Politics related perceptions are considered to be more important than political behaviors since employees tend to react not on the basis of reality, rather on the basis of their perceptions about organization politics. According to a recent research conducted by Kane-Frieder, Hochwarter, Hampton and Ferris (2014), when there is a political support from a higher supervisor then employees are more effectively able to cope and survive the situation. The researchers further argued that in the presence of supervisors' political support and politics perceptions, work engagement, organizational citizenship behavior, anxiety, and job satisfaction are at favorable level.

Hussain and Haque (2011) agreed that organizational politics have a significant impact mainly on the lower and middle level employees and the senior most supervisors. Political sensitivity is one of the important forces determining a trust relationship among the administrator and employees and his/her colleagues (Bodla, Afza & Danish, 2014). When there is higher degree of perceived organizational politics, employeestend to trust their colleagues less and avoid helping them. Employees who perceived that their workplace environment is political, were also found to be more likely to experience increased strain (Chang et al., 2009), job stress (Miller et al., 2008), breach of psychological contract (Abbas et al., 2014) and frustration (Rosen, Harris & Kacmar, 2009) in addition to decreased job satisfaction. As highlighted earlier, poor retention and higher turnover are costly outcomes faced by an organization as a result of organizational politics. Therefore, it is important to manage it appropriately. Several studies have suggested that if organizational politics is not managed properly, it will result in higher turnover and decreased employee commitment.

Meta-analysis conducted by Miller et al. (2008) identified that there is a strongly negative relation between perceived organizational politics and organizational commitment and job satisfaction. Furthermore, the researchers highlighted that organizational politics has a moderately negative association with turnover intentions and job stress, and an insignificant relation with job performance. Zhang and Yang (2012) stated that employees in banking are more sensitive towards organizational politics as they belong to a special industry. Their research investigated the perception of bank employees' towards organizational politics and the impact of their perceived organizational politics on their job performance through a survey questionnaire. The research concluded that two characteristics of perceived organizational politics, relation with coworkers and self-serving behaviors are positively correlated with task performance.

In another study, Salimaki and Jamsen (2010) found that perceived fairness and organizational politics interactively and distinctively predicted whether employees perceive pay system as effective for achieving organizational goals. The results also suggested that some types of political behaviors (such as compression) might be perceived as less harmful than others (such as favoritism) in performance appraisals.

Following similar line of thought, Rosen et al. (2009) argued that the day to day issues related with organizational politics result in negative emotional responses, linking perceived politics of organization with job satisfaction and other work-related outcomes. The research was focused on examining the role of emotion in facilitating the impact of perceived organizational politics on negative outcomes. Rosen et al. (2009) proposed that frustration translates perceptions of politics into increased organizational turnover and

decreased levels of performance in employees, through a meditational path that also included job satisfaction. Particularly, the research reported that job satisfaction and frustration arbitrated the impact of perceived organizational politics on behavioral outcomes of employees.

Ogungbamila (2013) conducted a study to extend the literature available on workplace incivility by analyzing the degree to which it is predicted by job-related negative emotions and perceived organizational politics. The study included 248 employees from distressed commercial banks with an average age of 27.43 years. According to the results of the study, it was observed that employees who perceived organizational politics were found to be engaged in workplace incivility. Furthermore, the results highlighted job-related negative emotions to be a significant predictor of workplace incivility as the workers who had negative emotions related to their jobs tend to exhibit uncivil behaviors at the workplace. Workplace violence was one of the negative ways demonstrated by employees to cope with negative work situations.

Khalid and Ishaq (2015) conducted a research to investigate the relationship between organizational politics and job related outcomes such as job satisfaction, turnover intentions and organizational commitment using correlational research design. The research included a sample of 35 employees. The research findings highlighted that perceived organizational politics positively predicted turnover intentions; however, predicted organizational commitment and job satisfaction negatively. The findings also highlighted that out of all the other job related variables, organizational commitment has a greater effect on the intention to quit. The research findings have been useful for the

management to develop future strategies effectively and to enhance the level of productivity in employees.

Utami, Bangun and Lantu (2014) highlighted that political behaviors have always been casted as a mere reality within a firm, which can both be beneficial as well as detrimental. The researchers used a sample of 103 employees to examine the association between organization commitment in employees and perceived organizational politics. The research findings indicated that the greater the perception of organizational politics among employees, the lower the level of trust and organizational commitment in them. On the contrary, the results indicated that the higher the level of trust among employees, the greater the organizational commitment. The study also highlighted trust as a mediating factor in the relationship between organizational commitment and organizational politics.

Rosen and Hochwarter (2014) tested the role of rumination in the relation between perceptions of organizational politics and a variety of responses. The research highlighted that rumination tends to amplify the impact of organizational politics by interfering with the process of problem-solving, discouraging various sources of social support, and increasing effects of negative information on cognition. The research findings supported the hypothesized relationships, suggesting that perceptions of politics has a negative effect on higher rumination, but have shown little impact on employees engaged in rumination. Another research conducted by Meisler and Vigoda-Gadot (2014), the relationship between emotional intelligence and organizational politics and their interplay in reference to the employees' work-related behaviors and outcomes were examined. The research included a sample of 368 employees for testing the mediating

impact of perceived organizational politics on the link between the emotional

intelligence, negligent behavior, turnover intentions, and job satisfaction. According to

the results, perception of organizational politics were identified as a strong mediating

factor in the relationship between emotional intelligence, negligent behavior, turnover

intentions, and job satisfaction. In another research, Swiderski (2014) explored two

possible factors that play an important mediating role in the link between work outcomes

and organizational politics. The researcher used social exchange theory to analyze the

mediating role of trust and organizational justice in the relationship between relevant

work outcomes, including perceived organizational support, affective commitment and

OCBIs and organizational politics. The results demonstrated that interactional justice

played a mediating role in the relation between trust in supervisors and organizational

politics and trust plays a mediating role in the relation between OCBIs and interactional

justice. Rahman, Hussain and Haque (2011) examined the impact of employees'

commitment, performance and politics across various companies in Bangladesh.

Performance of employees is vital for majority of the organizations, but it has not

received much attention from researchers focusing on organizational politics. Rose et al.

(2009) stated that employees demonstrate negative reactions towards perceived

organizational politics because politics act as a stressor in an organizational environment.

It hinders employees from achieving career goals and personal goals; related to

interpersonal conflicts; and exerts additional pressures and demands on employees.

Empirical studies, in support of this perspective, have suggested that there are several

stress-related outcomes of perceived organizational politics, which includes burnout, and

job anxiety. In addition, several studies have demonstrated that organizational politics is

associated with evaluation and beliefs of employees related to jobs, which includes perceptions of job congruence, discrimination and just.

Danish, Humayon, Usman and Tariq (2014) analyzed the influence of perceived organizational politics on work-related stress. The researchers critically reviewed previous studies and conducted survey questionnaire from 142 faculty members and administrative staff. The researcher applied linear regression and Pearson's moment quotient to examine the relation between job stress at workplace and perceptions related to organizational politics. The study indicated a positive relation between job stress and organizational politics. The researchers highlighted that organizational politics tends to increase the level of stress among employees, reduce organizational commitment and increases the intentions to switch.

Singh (2012) conducted a research to understand reactions of employees towards organizational politics. The researcher examined the relationship between job satisfaction, organizational commitment and organizational politics using a sample of 60 employees. The researcher used three instruments: Organization Commitment Scale; Job satisfaction by Job Satisfaction Survey; and Perception of Organizational Politics Scale (POPS). Results revealed that perceived organizational politics has a negative relation with organizational commitment and job satisfaction. The study provided greater insights on the impact of organizational politics on employees' work-related attitudes, such as organizational commitment and job satisfaction, which are vital variables affecting work outcomes.

Chhetri, Afshan and Chatterjee (2014) highlighted that developing an understanding of workplace politics is of the highest significance as it is an integral part

of the organizational activities. It can be clearly observed in processes such as allocation of resources, performance appraisal, and decision making. Therefore, they performed a research to investigate the impact of perceptions of organizational politics on work-related attitudes, such as turnover intentions, organizational commitment, and job satisfaction. Moreover, they examined the role of LMX (leader-Member exchange) on the association between workplace attitudes and perception of organizational politics. Their study focused on a sample of 228 workers taken from Indian IT industry. The factor analysis summarized variables into two factors: Perceived Politics in co-workers and Perceived Politics in organizational management. The findings of the study highlighted that there is a negative relation between workplace attitude and perceived organizational politics. The results also highlighted that in this relationship, the part related to management has demonstrated a negative effect on job satisfaction and organizational commitment and a positive relation with intentions to quit.

Summary

A literature review of previously done studies has been presented in chapter 2 that focused on the concept of organizational politics and its relation with employees' work-related outcomes. An explanation of organizational politics under the light of various studies as being a behavior of self-interest was presented. Furthermore, it has been highlighted by various researchers that organizational politics has a negative impact on employees in terms of their work-related behaviors (job satisfaction, organizational commitment, job anxiety, job stress, strain, organizational citizenship behavior, trust, perceived justice, etc.) as well as work-related outcomes (performance, efficiency, and productivity). However, there is a strong need of research to analyze the role of

organizational politics and employees' responses to it. In addition, it contains an analysis of Lebanon and the U.S. based on Hofstede's cultural dimension: Individualism, Masculinity, Power Distance, and Uncertainty Avoidance. It was observed that Lebanon is high on power distance and masculinity, low on individualism. One the other hand, the U.S is low on power distance, scoreing below average on uncertainty avoidance, and high on masculinity and individualism.

Chapter 3: Research Method

Introduction

The purpose in this study was to examine employees' reactions to organizational politics in two substantially different cultures, Lebanon and the U.S. The intent is to analyze how differences in cultures and values in the U.S. and Lebanese banks reflect on organizational politics and how the level of organizational politics in each country generates different reactions from employees. For conducting this research, in this chapter quantitative research method which were used and data collected through questionnaire survey are highlighted and discussed. Some of the questions of survey will be adopted from validated and reliable instruments and others are going to be constructed, or adapted and modified as appropriate from the existing survey questionnaires. Major variables include: organizational politics, job satisfaction, turnover intentions, organizational commitment and organizational stress. Furthermore, using convenient sampling the researcher has recruited 176 participants from each country, 88 taken from each bank. The Statistical Package of Social Science (otherwise known as SPSS) will be used for the analysis of the data.

Research Design

The purpose of this study is to understand the phenomenon of organizational politics and how employees react and respond to organizational politics. The objective of this study is to measure quantitatively the response of employees to organizational politics and not to identify the causality, which is studied mainly through experimental research design.

Survey-based research design will be applied in this study as it is an effective way of obtaining information that used for developing hypotheses and for proposing the relations. Survey-based research design is found to be most suitable for this research. It involved asking close-ended questions from participants, which enabled the researcher to easily collect information from a large sample of participants. The data will be collected by using a questionnaire survey. Survey-based research design helps in understanding the sample by collecting information from knowing who they are (demographics) to what they do and prefer (their behavior and attitudes) to how they think (beliefs, motivations, etc.). It helped in gathering quantifiable information that is used for statistical interpretation targeted on research audience by analyzing the data. Consequently, such research takes a close-ended questioning format, which tends to limit the ability of gaining distinctive insights. Nevertheless, this research design is very helpful in testing the defined constructs and their relationships; and assessing their significance of organizational politics effectively, in the context of a group of respondents (employees) and the overall population they are representing. In addition, it helps in collecting quantitative information that enables the tabulation of the data along a scale in numerical format, like test numbers, scores or number of timed a person prefers on selecting a feature, or in describing various categories of data, like patterns of interaction, gender, education level, etc. Most importantly, with the help of survey-based research, the researcher will be able to collect the data, and then organize it, tabulate it depict and describe the meaning of the collect data.

Research Approach

The main focis in this research is on the principle assumed that organizational politics has significant relation with employees' behavioral intentions and intentions to stay with the organization. With this idea, the theoretical background/ foundation by studying different researches that focus on organizational politics and employee behavior than narrow it down to specifically banking industry and then further will focus down to two main countries: Lebanon and the U.S. This will help in determining whether the results of previous studies and this study have the consistency and whether the outcome is still the same in current situations. In this research a deductive reasoning approach was implements, since the theoretical model discussed in chapter one is core to this study. The deductive approach will help to develop hypotheses based on previous studies and theories. These hypotheses will refer specifically to independent and dependant variables of this research: organizational politics and employee behaviours and reactions. These hypotheses will then be tested on the basis of data collected personally by the researcher, which will help in the generalization of the results.

Research Philosophy

In this study quantitative research method and survey design will be utalized, which are directed by positivism philosophy. This approach will be adopted in this study because it depends on quantifiable data, leading to statistical analysis. Since the research will be based on the perceptions and intentions of employees for organizational politics, it agrees with positivists' notion that knowledge stems from humane experiences. Furthermore, the researcher is independent from the study, i.e. there are no provisions for interest of sample within the study and the researcher does not have any impact or

influence on the study outcomes, rather the results are purely based on quantifiable information collected from the employees of banks.

Quantitative Research

For this study, it is believed that the quantification of variables increase and facilitate the understanding of the observations and data collected. Quantitative research method is considered to be most suitable for this study. This method will be used since the survey research design applied in this study used facts and figures for the evaluation of the way employees view and respond to OP. The researcher in this study will collect the information and present it in numeric format and analyze it by using statistical tools and techniques, which is another reason for adopting quantitative research method. A quantitative research will be an effective method as it is concerned with the numbers, statistics and association between these numbers, which will help in identifying the association between organizational politics and employee behavior.

Moreover, the quantitative research method will be used due to the necessity of answering the research questions focused on organizational politics in the banking sector and the employees' responses to it. In addition, with the help of quantitative data analysis, it is easy to determine both reliability and validity of the data collected along with statistical evidence of the significance.

Role of the Researcher

The role of researcher in this study is to conduct the research with complete honesty and integrity. It is the duty of the researcher to protect the research and the data that will be collected from participants. The researcher will take proper consent from the participants for the participations in the research. The researcher will also ensure that no

harm is caused to the participants and the information they have provided. The researcher will also ensure that the work is not copied from others work.

Population

The research population that will be focused in this study are the employees in the U.S. and Lebanon. In every organization, politics plays an important role in influencing the behaviors of employees. Since this research is intended for examining the employees' response towards organizational politics, employees are the most suitable population for collecting information to understand their views, perceptions attitudes and behavior towards organizational politics.

Sample and Sampling Procedure

Sample

The researcher will take extreme care and select those participants who had minimum one years of experience in the branch banking. Special care will be taken by the researcher in order to ensure a criteria that all the participants are employees in the organization, who have been working in organization for at least a year. The samples that will be selected for this study are employees working in the banks of the U.S. and Lebanon. These employees have faced many critical situations and significant amount of organizational politics because of the increasingly competitive environment in banking industry; thus, these participants will be the best sample for providing the most suitable responses for this study. The participants must have faced organizational politics and will be able to share significant amount of useful information in terms of experiences, knowledge, and perceptions. Furthermore, the sample will include supervisors as well,

who will share their experiences about employees' attitudes towards organizational politics. Explicit signed concents will be collected from the participants after briefing them on the purposes of the study and the future use of the questionairs distributed. Participants will be assured that their identies will never be reviewled and answered provided on the questionairs will never be shared with anyone other than for the statistical purposes needed for this study.

Using G*Power to calculate sample size Cohen's *d* is used for calculating the difference between two independent groups. an effect size of *d*=0.5 was used to ensure that the sample is large enough. Using a one-taile sample *t*-test and with a power of .95 and alpha of .05, and an allocation of one we get a sample size of 176 participants per country which gives each bank 88 participants see Figure 1 G*Power Analysis below. These four banks are selected because they are among the top leading banks in their markets based on their capital investments, deposits, and market shares according to the FDIC in the U.S. and the Central Bank in Lebanon.

Figure 3.1 G*Power Analysis

The expected distribution of demographics might be 40% female and 60% male. In addition, the study will also measure the tenure served by employees within their organizations. Results can demonstrate a varied response, since the minimum tenure to be served by the employees can be more than a year.

This sample will be selected as employees are the most appropriate for providing information that will help in achieving the research objectives and answering research questions. Furthermore, they can provide the appropriate information for testing the research hypotheses based on both countries. It is easier to analyze the impact of culture on the responding behavior of employees towards organizational politics in two different countries.

Sampling: Process of Data Collection

Recruitment: First, based on the research topic and aim of the study, the sampleidentified are employees of an organization. Since, the survey will be based on

banking sector in the U.S. and Lebanon, two banks from each country have been selected. By using convenience sampling technique, employees of the bankswill be surveyed to obtain information about their perceptions, views and feelings towards organizational politics. Prinded surveyquestionair were distributed to bank branch employees. Qualified participants are those employees and managers who have been employed at the bank for more than two years. Furthermore, 176 participants have been targeted to include in the survey researchfrom each country; however, the sample size may differ depending upon the convenience and availability of employees and managers in the selected branches. Furthermore, the branch managers and branch employees will be informed about the research purpose and the importance of the study. The branch managers, hence, will allow the distribution of the surveys and collect the data from their employees in the branches. Managers of the branches will be asked to support and convince the employees to take part in the survey. One hundred participants branch employees from each bank in each country will be surveyed for the study. The participants will be be given the survey to complete at the branch.

      Participation: The participants will be asked to fill an informed consent and to sign it before taking the survey. The informed consent form includes a brief description of the purpose of the study and an overview of what the study wants to achieve. This will help in developing an understanding among the participants, which will make it easier for the participants to respond to the survey questions honestly. It will then include a permission taken from the participants to access their personal details and demographics and to use their responses for the study. The participants will be informed that their information and data will be used for the research purposes only. Informed consent form

is a very important part of the study and is highlighted as an integral part of the research process by a number of researchers (Newman, 2013, Sieber, 2012; Johnson & Christensen, 2014). Researchers need to educate their participants so that they are able to make an informed decision about whether they want to participate in the study or not. It is further highlighted by Neuman (2013) that participants should agree to participate in the research without feeling any pressure, must provide informed consent willingly and freely, and should be able to clearly comprehend and anticipate what the participation entails. For this research, the researcher will implement practical steps in order to ensure that all the participants are well-aware and educated about the purpose of the study to make an informed decision. Participation will be voluntarily and individuals will have the right for choosing whether to participate or to withdraw from either phases of the research at any point of time.

Confidentiality is an important component that requires focused attention within the research process (Heppner, Wampold, Owen, Thompson & Wang, 2015). The researchers are obligated to maintain confidentiality of the participants. The researcher bears a legal and ethical responsibility to protect the participants of the study from any kind of harm and ensured that the participants are informed about the risks and limitations involved in the study in advance. The The researcher will carefully consider confidentiality in the proposed study for the quantitative phase. The quantitative sample will include a convenience selection of samples based on their knowledge of the central phenomenon. The selection will ensure the confidentiality and privacy of the participants.

Data Collection: For this research, the data will be collected primary data collection method uaing a survey link sent to the HR department which will be forwarded

to participants. According to McBurney and White (2012), both the sources of collecting

data are reliable in their own ways and provide an opportunity for the researcher to

conduct the research efficiently and effectively. The researcher will collect primary

information by developing a survey questionnaire (appendix A) that will be distributed

to participants in the branch in each country: the U.S. and Lebanon. This method will be

selected as it helps in collecting information in numeric format. Furthermore, it is easy to

construct and is less time consuming as compared to interviews or focus groups.

The survey will be finalized, printed and distributed to qualified participants at the

selected branches. The participants will have sufficient time to complete the survey and

submit their surveys in sealed envelops to the researcher inperson . Follow up with HR

departments of these banks will be necessary, a meeting will be held with the HR

departments of the banks included in the study and a presentation will be made to explain

the study and its findings and how this may affect their employees and management. A

brief about the dissertation will be composed and it will include results of the data

collected, hypothesis proposed, and SPSS findings. This brief will be binded in a booklet

form and given to the organization HR heads during the presentations.

Measurement: Variables and their Measuring Instruments

Instrument

Selecting an appropriate research instrument is very important to achieve the

objectives of the study. There are different types of instruments that can be used, such as

polls, surveys, interview questions, etc. Researchers have given different terms to

questionnaire, where some name questionnaire as the tests, forms, and studies scales,

surveys, etc. In this research, survey questionnaire will be used to collect quantifiable

information from the research participant. The survey questionnaire will consist of close-ended questions based on structured-systematic format. This means that the order or the arrangement of the survey questions could not be changed. The survey questions will be developed after thorough review of previous studies that have used quantitative methodology. Several control variables will be added in the instrument as a routine process. These include gender, tenure, age, education, department, and organizations; however, they were not included in the final analysis due to the non-significant relation with the dependent variables (Meisler & Vigoda-Gadot, 2014). Some questions related to organizational politics will also be referred from a very commonly used instrument Perceptions of Organizational Politics Scale (POPS), which has been used and validated by several researchers. The questionnaire will be divided into two sections. First section will include questions related to demographics, such as gender. While, the second section will consist of questions related to research variables. The survey questions will be developed on the basis of five-point Liker scale, where 1 will be used for strongly agree and 5 will be considered as strongly disagree. The researcher will also consider the nature of the population. If the population is naïve and unaware, then the researcher should develop questions that are easy to understand. On the other hand, in case of this research, the population is qualified, which will enable the researcher to use complex format and terminologies. Furthermore, peers and instructors have been asked to read the survey to ensure that questions are readable and understandable, and that the participants will be able to comprehend the actual context of the questions.

Measuring Variables

Organizational Politics- is defined as the active or passive use of power applied in aim to influence activities or actions in order to maximize personal interest (Amit & Bar-Lev, 2012; Daskin & Tezer, 2012; Chen, Ployhart, Thomas, Anderson, & Bliese, 2011). Ferris et al., (1989) explains that organizational politics is a process of social impact, involving a behavior that is mainly focused on maximizing the self-interests, which many times is at the expense of other people's interests. According to Zhonghua and Chen (2014), it is a process of social influence and in this process, organization's members adopt opportunity-seeking behaviors for the sole purpose of personal benefits. Furthermore, this behavior is not recognized by organizational culture, norms and rules. Researchers, generally indicate that organizational politics, either perceived or actual, has large and substantive negative impact on the working environment, subsequently on workers (Ferris et al. 1989; Abbas, et al., 2015). Even though, organizational politics many times can work to the benefit of the organization, it is usually considered to be dysfunctional due to the potential disruption it causes in effectiveness and efficiency of the organization (Kacmar, Bozeman, Carlson, & Anthony, 1999). Furthermore, researchers suggest that when the working environment is perceived by employees as highly political, this may result into major consequences, such as increased absenteeism, higher turnover intentions and increased job stress, and decreased organizational commitment, productivity and job satisfaction levels (Chhetri, Afshan & Chatterjee, 2014; Ferris t al., 1989; Rashid, Karim, Rashid & Usman, 2013). Based on all these definitions, organizational politics in context of this research is explained as a behavior adopted by management or employees of the organization in order to serve personal benefits or preferences.

OP is the independent variable is measured using the scale of organizational politics which is initially developed by Kacmar and Ferris (1991) to evaluate the psychometric properties of POPs. The participants will be provided with the following definition of organizational politics (OP) while using this scale: "intentional actions of influence taken by people to enhance their own interests."

Sample items will include:

- "People in this organization attempt to build themselves up by tearing others down".

- "There has always been an influential group in this organization that no one ever crosses".

- "Employees are encouraged to speak out frankly even when they are critical of well-established ideas".

The actual reliability and validity tested by Kacmar and Ferris (1991) estimated .87 score. Furthermore, Sowmya and Panchanatham (2012) used this scale and used Cronbach's Alpha to test the reliability and validity of the scale. According to their tests, the score was .837. Another study conducted by Kodisinghe (2011) highlighted the score of POPs to be .096. According to Solano (2009) and Bencaz (2009) the internal consistency reliability for this scale was .87 and .89 respectively.

Job Satisfaction- Job satisfaction is generally explained as attitude of employees towards their job. According to Spector, job satisfaction is the degree to which the employees like their jobs. According to Rich (2006), job satisfaction attributes to the positive emotions that result from ones job; however, this does not suggest any positive investment of energy in performing their tasks. Based on the above discussed definitions, job

satisfaction in reference to this study is defined as the degree to which employee is content and happy with his or her job.

Job satisfaction is the dependant factors and was analyzed through the Job Satisfaction Survey, which was developed by Spector (1985). Job Satisfaction Survey is a multidimensional instruments, which was initially developed focusing on the social service sector. However, it is argued that the instrument is applicable to other sectors as well. The response format will be changed from six-point Likert scale to 5-point Likert scale, ranging from strongly agree (1) to strongly disagree (5). Construct Validity and Reliability: The validity and reliability was analyzed over the period of 18 months of testing and retesting. During the testing, the stability of certain sub-scales was found to be moderate. Using multi-trait multimethod, the convergent validity was formed and the Job Dispcription Index (JDI) has been used as a validity instrument. According to Spector (1985), the discrinant validity among certain sub-scales was found to be moderate to low. A wide range of work factors that is included in the selected instrument will be analysed to test the content validity. Lumley, Coetzee, Tladinyane and Ferreira (2011) used this scale in order to analyze job satisfaction among employees and indicated that result of Cronbach's Alpha for this scale to be .60. In another research, the reliability and validity of this scale was highlighted to be .91 (Fesharaki, Talebiyan, Aghamiri & Mohammadian, 2012). Some of the items that will be used in measuring this scale are as follows:

- "I feel I am being paid fair for the amount of the work I do"

- "When I do a good job, I receive the recognition for it that I should receive"

- "Those who do well on the job stand a fair chance of being promoted"

Turnover Intentions- Turnover intentions are the capability of employee to leave their jobs. Based on the explanation, turnover intentions in this study refer to the reaction of employees or intentions of leaving the job in response to organizational politics (Lee, Hung, & Chen, 2012). Turnover intention is explained as the extent to which a worker is willing to the organization (Bothma & Roodt, 2012). For the purpose of this research, turnover intention is explained as the intentions or willingness to leave the organization as a response to organizational politics.

In order to examine this variable, a three-item scale will be adopted by Farrell and Rusbult (1992). The scale is based on 5-point Likert scale, where 1 is strongly agree) and 5 is strongly disagree. The reliability of the scale is 0.9. Items include:

- "I often think about quitting".

- "Lately, I have taken an interest in job offers in the newspaper".

The reliability of this scale as measured by Farrell and Rusbult (1992) is .090. Other researchers who have used this scale in their study include: Amponsah-Tawiah, Ntow and Mensah (2016) (0.689), Yucel (2012) (.77) and Jam, Khan, Zaidi and Muzaffar (2011) (.70).

Organizational Commitment- it is defined by Porter and Steers as a strong belief in the values and goals of the organization and a willingness to put extra efforts for the benefit of the organization (Yılmaza, Ozerb & Gunluk, 2014). Organizational commitment is the extent to which a worker or an employee tends to identify himself with the organization. For the purpose of this study, organizational commitment is the feeling and bond between employee and organization, based on which employees are motivated and expected to remain with the organization.

Organizational Commitment Questionnaire (OCQ) will be used for analyzing organizational commitment, which was developed by Allen and Meyer 1990. The scale was developed for measuring commitment of employees towards the organization. The scale has been divided by Allen and Meyer (1990) into three sub-scales: continuance (8 items), affective (8 items), and normative (8 items) commitment. Continuance commitment is more related to the economical commitment of employee to the firm. Affective commitment is more focused on the emotional attachment of employees to the firm. Normative commitment is more related to the feeling of employees to stay with organization based on ethics and morals. Mashego and Radebe (2015) recently validated the scale with an overall reliability of .88. The researchers also show a positive result for validity. Another researcher Yucel (2012), who used this scale to measure affective and continuance commitment demonstrated the reliability score as .893 and .711, respectively. The items in this scale include:

- "I would be very happy to spend the rest of my career with this organization"
- "If I leave the current organization, I might not find such good employment opportunities".

Organization Stress: Organizational stress is explained an outcome of organizational activity that exerts pressure or strains the mind of an employees. In order to measure organizational stress, Job Stress scale developed by House and Rizzo (1972) and Job-related tension index developed by Kahn, Wolfe, Quinn, Snoek and Rosenthal (1964) were used. However, in order to fit with this research, the scale items and 5-point scale levels will be modified. JSS has been used by several researchers such as Vigoda (2002) with a reliability of .75, Vigoda-Gado and Talmud (2006) with a reliability of .75 and

Benca (2008) with a reliability of .92. Moreover, JRT has been used by Mase and Ucho (2014) with a reliability of .72 and Wooten, Fakunmoju, Kim and LeFevre (2010) with a reliability of .87. Some of the items adopted include:

- "My job gets to me more than it should".

- "I work under a great deal of tensions".

- "When decisions are made about me, my supervisor deals with me in a truthful manner".

- "Feeling that you may not be liked and accepted by the people you work with".

- "Feeling that you have to do things on the job that are against your better judgment".

- "Feeling that you have too little authority to carry out the responsibilities assigned to you".

- "Not knowing what opportunities for advancement or promotion exist for you".

Other cultural variables: the items for measuring other variables such as individualism, power distance, uncertainty avoidance, gender-role differentiating, aggressiveness and assertiveness, have been developed by the researchers with the help of previous studies.

Data Analysis Process

In quantitative research, data is collected in numeric format; therefore, it is required different tools to code and interpret the data. For this research, The Statistical Package for the Social Sciences (SPSS) 23 will be used. It enabled the researcher in data management, scale analyses, and descriptive statistics. The data will be entered, analyzed and presented through frequency tables. The information collected will help in testing the research hypotheses as well. Responses to the research specific items will be compared to

determine the frequency of self-reported participation in organizational withdrawal behaviors. The hypotheses will be tested using independent sample t-test.

Reliability and Validity

According Kumar (2014), reliability is referred to the degree to which research findings can be duplicated. Assessing reliability can be through stability, which relates to the extent to which repeated administration of the instrument produces the same results. Another method is internal consistency, which is concerned with the extent to which the items within an instrument actually measure the variable being investigated (Burns & Grove, 2005). Reliability can also be measured through equivalence (Davis, 2013), which compares the extent to which two versions of the same paper-and-pencil instrument, or two observations measuring the same event, produce the same result. Cronbach's alpha will be used for testing the reliability in this study. Cronbach's alpha offers a coefficient that helps in approximating the consistency of values or responses on a particular instrument. It is a measure of internal consistency item.

In addition there are multi-faceted concepts of validity. In a quantitative research and descriptive method, it is important that the results and processes are validated and revealed in a way that the explanation of the phenomenon or situation is sufficient as well as accurate. Internal validity tends to determine the degree by which a study protects its dependent variable from being affected by the extraneous factors. The data will be verified through statistical analysis in order to ensure internal validity. Alternatively, external validity is the degree through which the research outcomes are generalized. For example, external validity is achieved when the sample is a true representation of the population. Since the sampling method in this study will be a non-randomconvenience

sample, therefore, ensuring that sufficient sample is selected will help in protecting the validity of the research. Furthermore, the researcher will focus on obtaining good measures included perpetuating the appropriateness and relevance of the information collected in context of the research.

In this study, the use of printed survey questionair will be the method of data colletion can be seen as a strategy for obtaining consistent and dependable data that is understood by the participants. Ultimately, the validity and reliability of a study depends upon the ethics of the researcher. Validity tends to assess whether the interpretation of a particular event is accurately reflecting its intent. This means that validity identified whether the questions are asking what they are meant to ask from the sample. According to Cooper and Schindler (2006), the validity of the instrument needs to be checked carefully.

While reliability is focused on the repeatability and consistency of a research instrument, validity is focused on the ability to represent the characteristics and terms of a particular phenomenon in accurate manner. Researchers may check for validity in several ways (Gerrish & Lacey, 2006). These include comparing findings of one instrument with findings from other instruments and conducting joint observations or collaborative marking of the same tests (Gerrish & Lacey, 2006). Checking validity could also include returning draft reports to respondents for accuracy checks, considering opposing explanations for the issue or question, and conducting multiple observations of the same event. The researcher can also enhance respondent validity by asking the participants to check their interpretations of the information provided or observed (Gerrish & Lacey, 2006).

Another option to insure validity when seeking data is to use a pre-designed measurement (Cooper & Schindler, 2006; Neuman, 2005) such as an existing instrument previously tested and found valid (Polit & Beck; 2006). Ensuring validity can be difficult and should be taken seriously and carefully (Gerrish & Lacey, 2006). Therefore, such methods must be utilized that add certainty to the validity of the data collected (Burns & Grove, 2005). The survey questionnaire will be based on the questionnaires and instruments adopted in previous studies, such as Perceptions of Organizational Politics Scale. Furthermore, some questions will also be developed using different theoretical underpinnings of previous studies.

Ethical Concerns

In every study, the researcher has to consider some moral and ethical obligations.

In this study, the researcher will be fully aware of the ethical and moral issues concerning the study. The purpose of the research is to objectively code, analyze, organizes and describe the data of the study. The main responsibility of the researcher is to gather permission from the University and getting the research topic approved this includes obtaining the University IRB approval for the questionair used. All the risks related to the subjected will be minimized, no minors will be influenced or discriminated from the study and the researcher will provide complete anonymity to the participants. Furthermore, the responses will not be disclosed to anyone except the supervisor. The research is competent in research ethics; therefore, ensured that no harm or discomfort will be caused to the research participants. The researcher will make all the efforts for maintaining confidentiality and anonymity. The responses will be coded and saved in digital form since the data collection will be online. Study will be carried on in such a

way that the reliability of the research project is preserved and negative impacts which may reduce the prospective for succeeding studies were avoided (Kumar, 2014).

Moreover, the researcher will also ensure unbiased interpretation of the data. It is also very important for the researcher to maintain the integrity. Respect for colleagues, responsible mentoring and legality as some of the major ethical issues. It will also be ensured that the information that will be obtained or the questions asked did not void any kind of legality. Most importantly, the researcher will not force or influence anyone to participate in the study. No force will be used by the researcher to influence the decisions of the research participants.

Summary

In this chapter an overview of the research method employed for the collection of data were presented. It also gave an overview of the research design, research approach and research philosophy that were used for the purpose of this study. In addition, an explanation of the sample that represented the research population and the method used for selecting the sample were discribed. Moreover, information about the way samples were recruited, the data was collected and analyzed was provided.

Chapter 4: Results and Discussion

Introduction

In this chapter detailed discussions on the study sample, sampling process, and analyses of the collected data; and discusses on testing the presented hypotheses and addional analyses conducted. The aim of this study is to assess organizational politics, which negatively affect the organizational process. Moreover, the focus of in this study was on the perception of the employees regarding the organizational politics. The

behaviors within the environment are designed to maximize the interest and contradict the organizational goals collectively. The research questions aim to be answered were : what are the cultural value differences between the U.S. and Lebanese managers and employees, and what are the differences between the U.S. and Lebanese managers and employees in their political behaviors and their reactions to organizational politics?

Five hypotheses were tested through independent sample t-tests and assessed on the basis of p-value of 95% or $p=.05$. Also, a comparison of mean was used as it related to the tested hypothesis outcomes. Cronbach's alpha was utilized to verify reliability of the variables tested and a correlation analysis to determine if there were any relationships between the tested variables. Results were generated through SPSS version 23, which were also helpful for the failure to reject or the rejection of these hypotheses.

The independent variables (IV) for the study were decided as cultural values, organizational politics, and work value differences. While the dependent variables (DV) were employees' responses to organizational politics. In this chapter, a description and discussion of the means, process and the data collection are presented. Comprehensive description of scale construction was used for analysis. Following this data collection and construction section, the hypotheses developed are tested and discussed in the results section. Findings from other published research to support the hypothesis tested results are presented after each hypothesis testing. Tables, which represent the SPSS data analysis, are also included in this chapter and finally a summary of the findings is described at the end of the chapter leading us to the last chapter where the conclusion of these findings will be discussed.

Data Collection

The survey was based on the banking sector in the U.S. and Lebanon; therefore, two banks were selected from each country. Those employees and managers, who were employed at the bank for more than one year, were selected to participate in this study. Therefore, 176 participants were targeted from each country. Senior professionals and HR management department were contacted. A discussion about the aim and purpose of this study was presented and approvals were granted solicited to conduct the research at these banks.

The primary data were collected using printed survey questionairs distributed to bank employees. Employees targeted for this research have worked at the bank for more than one year and they were strictly bank branch employees. Participants from the U.S. banks were employed in the Detroit Metropolitan area for both banks, while in Lebanon considering that it was a small country, the questionairs were sent to all the branch employees in Lebanon for both banks. The participants had sufficient time to complete the survey form, and submit their surveys in sealed envelops to the researcher who then collected the data into an excel sheet format to maintain anonymity and confidentiality of the participants. The needed amount of surveys were collected over a period of 65 days. There were no discrepancies in data collection from the plan presented in chapter 3.

Sampling Description

The American samples were convenience samples drawn from a population of 2740 bank branch employees in the Detroit area. The employees were employed for more than one year within branch banking positions. The sample demographics consisted of 100 males making up 57% of the sample for the U.S. and 76 females making up 43%.

The Lebanese samples were also convenience samples of bank branch employees, who were working at the branch for more than one year. The demographics of the sample consisted of 104 males and 72 females, which made up 59% males and 41% female as shown in table 4.1 below.

Through evaluating the frequencies of each country with respect to the gender, a total of 352 participants were included in the study, 176 participants from the U.S. and 176 from Lebanon. There were 205 questionairs were sent out for the Lebanese employees and 176 responded making up an 85.8% response rate, while in the U.S. 228 questionairs were sent out and 176 responded making up a 77.2% response rate. The total number of male who responded were 203, and the number of females participating in the study were 149 out of 352. This concludes that 58% males and 42% females volunteered to complete the survey from both Lebanon and the U.S. combined.

Table 4.1

Gender Breakdown between the U.S. and Lebanon Sample

	U.S		Lebanon		Combined	
	N	%	N	%	N	%
Male	100	57%	104	59%	203	58%
Female	76	43%	72	41%	149	42%
Total	176	100%	176	100%	352	100%

Study Results

Key variables of cultural values, organizational politics, and employee responses were measured by a structured survey questionnaire adapted from the existing

instruments, though some of them are constructed for this study as discussed in Chapter 4. A pre-design measurement is used to insure validity when seeking data (Cooper & Schindler, 2006; Neuman, 2005), such as an existing instrument previously tested and found valid (Polit & Beck; 2006). Ensuring validity can be difficult and should be taken seriously and carefully (Gerrish & Lacey, 2006). Therefore, such methods must be utilized that add certainty to the validity of the data collected (Burns & Grove, 2005). Items in Deyneli (2014) culture and motivation factors questionnaire were used as they were developed based on Hofstede's Cultural Dimensions theory.

There was no need to translate the questionnaire for the Lebanese employees as English was among the primary languages spoken in the country and requirement of the banking sector for employment. Cronbach's alpha was used in a reliability index shown in Table 4.2 below. An alpha coefficient of .70 and above indicates a high reliability of the variables tested. The alpha coefficient ranged from .70 to .90 for the U.S. and .54 to .93 for Lebanon. The combined alpha coefficient ranged from .70 to .92. Items 25, 27, 30, and 35 in the survey were excluded from the reliability tests, which were causing a decrease in the alpha coefficient results. Thus, these were deleted from all the other tests conducted as well. This will further be discussed in the Scale Construction section in this chapter. There were some differences between the two countries mainly in uncertainty avoidance, long term orientation, collectivism, and gender role differentiation suggesting that this could be culture related. Hofstede's cultural dimensions in fact attribute significant culture related differences as illustrated in Table 2 in chapter 2.

Table 4.2

Cronbach's Alpha Reliability Index

Variables	U.S.	Lebanon	Combined
Organizational Politics	.84	.79	.82
Power Distance Index	.70	.70	.70
Uncertainty Avoidance	.90	.93	.92
Long Term Orientation	.74	.81	.76
Collectivism	.76	.54	.70
Organizational Stress	.76	.79	.80
Gender Differentiation	.83	.60	.74

Scale Construction

The main part of the questionnaire consisted of 38 items, each of which were scored on a 5-point Likert scale. In the original version, the items were scored with "Strongly Agree" = 1, and "Strongly Disagree" = 5. To make the scores easier to understand, all of the items were recorded so that "Strongly Disagree" = 1 and "Strongly Agree" = 5. The items were organized into seven groups; items within each group were used to create scales (see table 4.3 below). Participant's score for each scale were calculated by adding together their scores on each item in the group. Scales varied in length, from two to seven items.

An item was reverse coded so that its score would have the same meaning as that of the other items in scale. For example, nearly all of the items in the Organizational

Politics scale were worded in such a way that someone who agreed with these items would be expressing dissatisfaction with their work situation. However, item 5 and 24 were worded in the opposite direction for example item 5 "Employees were encouraged to speak out frankly even when they are critical of well-established ideas." For someone who agreed with this item would be expressing satisfaction with their work situation. Therefore, this item was reverse coded, so that a high score would indicate dissatisfaction.

Finally, a few items were discarded; this was done if the analysis of inter-item reliability indicated that they correlated so poorly with other items in the scale that they reduced the scale's overall reliability. For example, item 25, 28, 29, 34, and 35 reduced the alpha coefficient when testing the reliability for Collectivism, Gender Differentiation, and Organizational Stress. These items also correlated poorly with the other items in the tested variables.

Most of the items were worded in such a way that a participant, who agreed with them would be expressing dissatisfaction with their work environment. The one exception to this rule was the "Long Term Orientation scale." For this scale, a high score indicated positive feelings toward one's work environment. Table 4.3 presents the items in each scale and the meaning of the scale.

Table 4.3

Items in Each Scale

Scale Name	Items	Meaning
Organizational Politics	1,2, 4, 5(reversed), 6,7	Higher score = more organizational politics

Power Distance Index	8-12	Higher score = more unfair power is used by those in charge
Uncertainty Avoidance	13-17	Higher score = thinking seriously of finding a new job
Long Term Orientation	18-21	Higher score = committed to staying with one's current job
Collectivism	22,23,24 (reversed), 26	Higher scores = a preference for working individually, rather than in a group
Organizational Stress	31-33, 36-38	Higher score = greater work-related stress
Gender Differentiation	28,29	Higher score = Less Gender stereotyping

Table 4.4 lists the minimum, maximum, mean, and standard deviation calculated for each of the countries separate and combined. The minimum and maximum values in this table are derived from the responses of the survey for which participants answered. For each of scales tested some had as little as two items from the questionnaire as listed in table 4.3 above and other scales had six items from the survey. Therefore, the minimum was two and the maximum was 34 as seen in table 4.4 below. The mean is the measurement of the average for the responses answered for each of the scales tested. Finally, the standard deviation is the spread of the variables or how far apart were the responses from the mean.

Table 4.4 shows the descriptive statistics for each country as shown below. The organizational politics average means are 18.43 in the U.S. and 19.94 in Lebanon with a standard deviation of 5.30 in the U.S and 3.90 in Lebanon. A higher score on this scale as presented in table 4.4 shows that Lebanon organizations practice more organizational politics than the U.S. organizations. It is essential to take note of the differences in the means in this section and tables 6 and 10 as this will be used in the hypothesis testing in the results section later on in this chapter. Power distance index average mean is 15.70 in the U.S with a standard deviation of 3.16 and for Lebanon the average mean is 17.69 with a standard deviation of 2.91. A high score on this scale meant that Lebanon has more power distance practiced within organizations. Uncertainty avoidance average mean in the U.S. is 13.06 with a standard deviation of 5.05, while in Lebanon the average mean is 16.76 with a standard deviation of 5.27. The higher score on this scale meant that Lebanese employees in general are thinking of finding new jobs.

Long term orientation average mean in the U.S. was 13.42 with a standard deviation of 3.10, and in Lebanon the average mean is 13.19 with a standard deviation of 3.30. The high score on this scale mean that U.S. employees are more committed to their current jobs. The U.S. average mean for collectivism is 18.58 with a standard deviation of 2.93, while in Lebanon the average mean was 18.77 and a standard deviation of 2.36. A high score on this scale meant that Lebanese employees preferred working individually rather than in groups.

For organizational stress the average mean in the U.S. 17.43 with a standard deviation of 4.50, and in Lebanon the average mean is 21.39 and a standard deviation of 4.29. A high average mean on this scale meant that Lebanese employees experience

much greater work related stress. Finally the gender differentiation average mean in the U.S. is 5.85 with a standard deviation of 2.24 and in Lebanon the average mean is 5.30 with a standard deviation of 1.83. A high score on this scale means that the U.S. is slightly better than Lebanon in their gender differentiation in which there is less gender differentiation practiced in the workplace. Table 4.4 below illustrates these descriptive statistics.

Responses in the combined variables tested ranged from 2 to 34 with 2 being the most negative and 34 being the most positive answer as seen on Table 4.4 below. It is important to remember that for the variables tested, some variables had 2 questionnaire items in them others had up to 6 variables. Therefore even though the responses were based on a 1 to 5 likert scale for each item in the questionnaire, the range for responses for each variable are significantly different as a result. Mean scores for organizational politics is 19.18 with a standard deviation of 5.22, while power distance mean is 16.69 with a standard deviation of 3.19. Uncertainty avoidance has a mean value of 14.91 and a standard deviation of 5.47, while long term orientation has a mean value of 13.34 and a standard deviation of 3.20. Collectivism has a mean value of 18.67 and a standard deviation of 2.00, while organizational stress has a mean value of 19.41 and a standard deviation of 4.81. Finally, gender differentiation has a mean value of 5.73 and a standard deviation of 1.97.

Table 4.4

Descriptive Statistics Country Specific and Combined

Scales	Country	N	Min	Max	Mean	Std. Deviation	Cronbach's Alpha
Organizational Politics	USA	176	8	27	18.43	5.30	.84
	Lebanon	176	11	28	19.94	3.90	.79
	Combined	352	8	28	19.18	5.22	.82
Power Distance Index	USA	176	11	22	15.70	3.16	.70
	Lebanon	176	11	25	17.69	2.91	.70
	Combined	352	11	25	16.69	3.19	.70
Uncertainty Avoidance	USA	176	5	22	13.06	5.05	.90
	Lebanon	176	5	25	16.76	5.27	.93
	Combined	352	5	25	14.91	5.47	.92
Long Term Orientation	USA	176	8	19	13.42	3.10	.74
	Lebanon	176	6	20	13.19	3.30	.81
	Combined	352	6	20	13.30	3.20	.76
Collectivism	USA	176	13	23	18.58	2.93	.76
	Lebanon	176	11	23	18.77	2.36	.54
	Combined	352	44	23	18.67	2.00	.70
Organizational Stress	USA	176	15	28	17.43	4.50	.76
	Lebanon	176	17	34	21.39	4.29	.79
	Combined	352	15	34	19.41	4.81	.80
Gender Differentiation	USA	176	2	10	5.85	2.24	.83
	Lebanon	176	2	10	5.30	1.83	.60

3

	Combined	352	2	10	5.73	1.97	.74

Correlation Analysis

A correlation analysis of the scales tested were performed for each of the countries separately and for both countries combined. The correlation analysis were performed using SPSS version 23 and presented in tables 7, 8 and 9 below. The correlations were tested to a significance level of $p =.01$ two tailed test. Correlation coefficients which falls between $.1 < r < .3$ implies a weak relationship between the scales tested, while a moderate correlation is $.3 \leq r < .5$, and finally a strong correlation coefficient implying a strong relationship between the scales tested is $.5 \leq r \leq 1$.

U.S. Scale Correlation Analysis

A two tailed Pearson correlation analysis of the scales tested were performed for the U.S. as shown in table 4.5. The study reveals a strong positive correlation between organizational politics and uncertainty avoidance $r =.82$, organizational politics and organizational stress $r =.86$, and uncertainty avoidance and organizational stress $r =.84$. Long term orientation shows a weak positive correlation with collectivism $r =.23$, gender differentiation $r =.27$, and power distance $r =.29$ at a significance level of $p =.01$. Power Distance shows a positive moderate correlation between collectivism $r =.31$, and gender differentiation $r =.39$. There is also a significant relationship among these variables at $p=.01$.

At significance level $p = .01$ long term orientation shows a strong negative correlation with organizational politics $r = -.77$, uncertainty avoidance $r = -.83$, and organizational stress $r = -.83$ at significance level $p =.01$. Power distance shows a weak

negative correlation with organizational politics $r = -.28$ and organizational stress $r = -.27$ at significance level $p= .01$. At the same significance level of $p=.01$ collectivism has the moderate negative correlation with organizational politics $r= -.31$, gender differentiation $r= -.36$, and organizational stress $r =-.35$. Uncertainty avoidance also shows moderate negative correlation with power distance $r= -.31$ and gender differentiation $r= -.42$ at significance level of $p= .01$.

There is also no statistically significant relationship between organizational stress and gender differentiation $p= -.15$, collectivism and uncertainty avoidance $p= -.15$, and gender differentiation and organizational politics $p= -.11$ at significance level $p= .01$.

Table 4.5

U.S. Pearson Correlation

Scales	1	2	3	4	5	6	7
Organizational Politics	1						
Power Distance	-.28**	1					
Uncertainty Avoidance	.82**	-.31**	1				
Long Term Orientation	-.77**	.29**	-.83**	1			
Collectivism	-.31**	.31**	-.15	.23**	1		
Organizational Stress	.86**	-.27**	.84**	-.83**	-.35**	1	
Gender Differentiation	-.11	.39**	-.42**	.27**	-.36**	-.15	1

** Correlation is significant at the 0.01 level (2-tailed).
Country = USA
N=176

Lebanon Scale Correlation Analysis

A two tailed Pearson correlation analysis of the scales test were performed for the Lebanon as shown in table 4.6. The analysis reveals a significant and strong positive correlation that exists between organizational politics and uncertainty avoidance $r= .71$ at a significance level of $p=.01$. The analysis also finds that there is weak positive correlation between collectivism and power distance $r= .18$, and between gender differentiation and long term orientation $r= .17$ at significance level of $p=.05$. A weak positive relationship also exists between organizational stress and organizational politics $r= .21$ at significance level $p=.01$. A negative weak relationship is also found between gender differentiation and collectivism $r= -.23$ and between gender differentiation and organizational stress $r= -.26$ at significance level $p=.01$. Long term orientation and power distance shows a weak correlation $r= .16$ at significance level of $p=.05$.

A moderate positive correlation is evident between organizational politics and power distance $r = .31$, power distance and uncertainty avoidance $r = .43$, uncertainty avoidance and organizational stress $r = .44$ at significance level $p =.01$. A negative moderate correlation is found between long term orientation and organizational politics $r = -.43$ and uncertainty avoidance $r = -.46$ at significance level of $p = .01$ as well. The analysis further reveals that there is no statistical significance between gender differentiation and organizational politics $r = -.03$, gender differentiation and power distance r $=.09$, and gender differentiation and uncertainty avoidance $r = -.02$. There is also no statistical significance between collectivism and organizational politics $r = -.11$, collectivism and uncertainty avoidance $r = -.01$, and collectivism and long term orientation $r =.11$. Finally, there is no statistical significance between organizational

stress and power distance $r = .07$, organizational stress and long term orientation $r = -.08$,

and lastly organizational stress and collectivism $r = .13$.

Table 4.6

Lebanon Pearson Correlation

Scales	1	2	3	4	5	6	7
Organizational Politics	1						
Power Distance	.31**	1					
Uncertainty Avoidance	.71**	.43**	1				
Long Term Orientation	-.43**	.16*	-.46**	1			
Collectivism	-.11	.18*	-.01	.11	1		
Organizational Stress	.21**	.07	.44**	-.08	.13	1	
Gender Differentiation	-.03	.09	-.02	.17*	-.23**	-.26**	1

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).
a. Country = Lebanon
b. N = 176

The U.S. and Lebanon Combined Correlation

After presenting a correlation matrix for each country separately and providing an

analysis for each, it is important to see a correlation matrix for both countries combined

into one matrix as seen below in table 4.7. The $N=352$ represents that total participants

who took part in this study in both countries combined. At significance level $p = .01$ a

strong positive correlation is found between organizational politics and uncertainty

avoidance $r = .76$, organizational politics and organizational stress $r = .55$, and lastly

organizational stress and uncertainty avoidance $r = .67$. A positive weak correlation is

found between power distance and uncertainty avoidance $r = .15$, long term orientation $r = .20$, collectivism $r = .25$, and gender differentiations $r = .21$ at significance level $p = .01$. At the same significance level a weak positive relationship is evident between long term orientation and gender differentiation $r = .23$, and long term orientation and collectivism $r = .17$.

A strong negative correlation is evident at the same significance level of $p = .01$ between organizational politics and long term orientation $r = -.61$ and between uncertainty avoidance and long term orientation $r = -.61$. A moderate negative correlation is found between organizational stress and long term orientation $r = -.39$ at significance level $p = .01$. Weak negative correlation is evident between gender differentiations and uncertainty avoidance $r = -.07$, collectivism $r = -.32$, and organizational stress $r = -.23$. Also between organizational politics and collectivism $r = -.22$ at significance level $p = .01$. There is no statistical significance found at significance level $p = .01$ between organizational politics and power distance $r = .01$, uncertainty avoidance and collectivism $r = -.07$, organizational stress and power distance $r = .07$, organizational stress and collectivism $r = -.08$, and between gender differentiation and organizational politics $r = -.10$.

Table 4.7

U.S. and Lebanon Pearson Correlation Combined

Scales	1	2	3	4	5	6	7
Organizational Politics	1						
Power Distance	.01	1					

Uncertainty Avoidance	.76**	.15**	1			
Long Term Orientation	-.61**	.20**	-.61**	1		
5- Collectivism	-.22**	.25**	-.07	.17**	1	
Organizational Stress	.55**	.07	.67**	-.39**	-.08	1
Gender Differentiation	-.10	.21**	-.27**	.23**	-.32**	-.23** 1

** Correlation is significant at the 0.01 level (2-tailed).
Country = Lebanon and U.S.
N = 352

t-Test Analysis

An independent sample t-test of the scales were performed using SPSS version 23 and a resulting table10 is presented below to assist in the hypothesis testing shown in table 4.9. Table 4.3 will be referred to for the items used to calculate each scale. Lastly, table 4 is referred to for it shows the cronbach's alpha coefficients for each scale.

Hypothesis Testing and Results

The findings of this study can be used to provide an image of organizational politics on the behavior and reaction of the employees, job satisfaction, organizational commitment, turnover intentions and organizational stress. Outcomes of this study provide evidence in identifying the problematic aspects of organizational politics that prevaile in the U.S. and Lebanon.

A convenience sample of bank branch employees were the main participants in this research. The research questions are as follow:

RQ1– What are the cultural value differences between the U.S. and Lebanese managers and employees?

RQ2– What are the differences between the U.S. and Lebanese managers and employees in their political behaviors and their reactions to organizational politics?

In analyzing the first hypothesis the research items used in these scales were presented in table 4.3. A computed result for Cronbach's α= .70 for power distance and α=.70 for collectivism can be found in table 4.8. This is generally accepted minimum for inter-item reliability. On the other hand, there is a statistical significance for power distance p= .00, while there is no statistically significant differences between the two groups p=.51 in collectivism scale as seen in table 4.8 in the two-tailed t-test. In calculating the average means for the two countries for the power distance scale, it is found that for the U.S. the average mean is μ =15.70 and Lebanon has an average mean of μ=17.69. The mean difference between the two countries is μ= -1.99, this means that the U.S. average mean is 1.99 less than the average mean of Lebanon. In this measure, higher scores represent dissatisfaction and more unfair power practiced used by management.

For the average mean of the collectivism scale, the U.S. has a score of μ=18.58 and Lebanon has a score of μ =18.77. The mean difference between the two countries is μ = -.19 which indicates insignificant result. A high score on collectivism meant that employees in Lebanon have a preference of working individually, rather than in a group. With a 95% confidence level, this research fails to reject the null hypothesis.

H1-0 (null): Lebanese employees (LE) are equally or more individualistic (IN) and lower power distance (PD) than American counterparts (US).

μ(IN)LE $\geq \mu$(IN)US, μ(PD)LE $\geq \mu$(PD)US.

In summary of testing the first hypothesis, findings support that Lebanese employees have more power distance, where managers have too much power. Also, employees are low on individualism, which is the degree to which an employee prioritizes self-interest over the interest of the group within he/she live and/or work. The American workforce is seen to have less power distance and is more of a collectivist society.

Yahchouchi (2009) mirrored the findings of power distance in this research on that Lebanese managers have significant control and power over the decisions of recruitments and selection of employees. Yahchouchi (2009) uncovered that the overwhelming power of the managers plays a significant role of who is recruited and hired based on "wasta" which were described as the network connection based on personal connections. With such paternalistic behaviors among senior managers, organizational commitment is much higher among senior managers while it is much lower among employees, who see discrimination in such activities and therefore practice lower organizational commitment.

Moving forward to second hypothesis the items from the questionnaire that are used to measure gender role differentiation scale are items 28 and 29 as seen in table 4.3. The reason only these two items were used for this scale is because they are the only two that measure attitude towards gender role differentiation. A computed result for Cronbach's α = .74 provides a positive reliability measure for the gender role differentiation scale. The average mean for the U.S. is μ=5.85 and for Lebanon μ=5.30, differences between the two means is μ= .55 which is considered insignificant. On this scale, the high score resembled less gender stereotyping. Thus, Lebanon is found to be

slightly higher than the U.S. in gender stereotyping with a statistical significance of $p=.01$. Therefore, with a 95% confidence level, this research fails to reject the null hypothesis.

H2-0 (null): Lebanese employees (LE) are less gender-role

differentiating (GR) than the American counterparts (U.S.).

μ (GR)LE $\leq \mu$ (GR)U.S.

Findings in this research identifies that Lebanese employees are more gender role differentiating. It is also significant to note that gender differentiation is significant in Lebanon and is not limited to private organizations and it is also prevalent in the government and specifically in the parliament. The Lebanese parliament has 128 elected representative and only 2 of these members are females. Making up a 1.5% female representation, it is then not strange for this research to find that Lebanese employees are more stereotyping than American employees.

Jamali, Sidani, and Safieddine (2005) identified that female Lebanese managers face three types of barriers, which have limited their advancements over the years into higher management positions. These barriers as described by Jamali, Sidani, and Safieddine (2005) were socio-cultural, stereotyping women, and organizational policies that limit the advancement of women to higher management positions within an organization. Thus, in this research the gender role differentiation direct link to organizational politics within organizations in Lebanon was reinforced.

In the analysis of third hypothesis, a Cronbach's $\alpha = .82$ is found to provide a strong inter-item reliability for organizational politics. In comparing the average means from table 4.8 the U.S. has a $\mu=18.43$ and Lebanon has a $\mu=19.94$, the difference between

the two means is $\mu = -1.51$. A high score on this scale means that there is more unfair politics in the organization. A two-tailed t-test in table 4.8 provides statistical significance with a $p=.00$. Therefore, with a 95% confidence level, this research fails to reject the null hypothesis.

H3-0 (null): Lebanese employees (LE) practice equally or more

political in the organization (PO) than their American counterparts

(U.S.).

$\mu(PO)LE \geq \mu(PO)U.S.$

Based on the average mean comparison of organizational politics, Lebanon shows a higher score than the U.S, which leads to the conclusion that Lebanese employees do in fact practice more organizational politics than their America counterparts. It is safe to also say that such high organizational politics practices are not only common among managers but also among employees mainly because the survey for this study were sent to managers and employees who work in the branches.

Al Ariss and Sidani (2016) presented in the research, which was a comparison study of workplace diversity strategy and practices between Lebanon and France. Findings of this research revealed that religion posed majestic power over managerial strategies within a workplace. This leads us back to the findings of Yahchouchi (2009) which uncovered that the use of "wasta" or the network connection based on personal connections were evident in management decision making when it came to recruiting, hiring, and promoting employees.

In computing the scales for the fourth hypothesis, a Cronbach's $\alpha = .80$ is achieved giving this scale a strong inter-item reliability. In comparing the average means from

table 4.8, it is found that the U.S. has a μ=17.43 and Lebanon has μ=21.39, the difference

between the two means is μ= -3.96, which is significant as the spread of the variable

mean of the U.S. is shifted further to the left of the Lebanese mean, thus less employees

in the U.S. experience organizational stress. A high score on this scale represents more

unhappiness with the work environment and a higher level or stress. Therefore, Lebanese

employees experience significantly higher stress at work than the U.S. employees. After a

two-tailed t-test test were performed as seen in table 4.8 a statistically significant were

found with a p= .00 is achieved therefore findings in this research rejects the null

hypothesis.

> H4-0 (null): Lebanese employees (LE) take equally or less stress
>
> and job anxiety (ST) when encountered with organizational
>
> politics than their American counterparts (US).
>
> μ(ST)LE $\leq \mu$(ST)US

Based on the statistical findings of this research, Lebanese employees experience

more stress and job anxiety than their American counterparts. It is significant to note that

in addition to the organizational politics, Lebanon has a 6.4% and rising unemployment

rate according to The World Bank (2016). The rise in unemployment is mainly

contributed to the economy operating below potential and a lack of government planning

(The World Bank, 2016). This also contributes as a stress to employees, who know that if

they do not please their managers they can get fired and it is difficult to find another job.

Research of Lakkis, Osman, Musharrafieh, and Issa (2012) revealed that there are

significant amounts of workplace associated stress, which contributes to depression and

other psychological distress among Lebanese employees. Such stressors were the result

of the employee's perception of "work-reward imbalance", job insecurity, and the failure to be positive and proactive in the job.

Lastly, in testing the fifth hypothesis first item items 13, 14, 15, 16, and 17 are used from the questionnaire. A cronbach's α =.92 were achieved giving this scale a strong inter-item reliability. The average means are computed as seen in table 4.8 where the U.S μ=13.06 and Lebanon μ=16.76, difference between the means μ = -3.70 is significant as this measure is shifted significantly to the left of the Lebanese average mean, thus implying that the U.S. employees experience less uncertainty avoidance. A high score on this scale means that Lebanese employees are interested in turning over and seeking another job. On a two-tailed t-test as seen in table 4.8 found a statistical significance of p=.00 for the uncertainty avoidance scale.

Testing the second part of the hypothesis items 18, 19, 20, and 21 were used from the questionnaire. A cronbach's α = .76 provided a strong inter-item reliability for the scale measure. For long term orientation average mean table 4.8 shows the U.S. has a μ=13.42 and Lebanon μ=13.19, the difference between the means is μ= .23 which is insignificant. A high score on this scale indicates that employees are motivated and feel part of the organization. A two-tailed t-test table 4.8 shows p=.50, no statistical significance exists for supporting the null hypothesis. Thus, with a 95% confidence level this research rejects the null hypothesis.

H5-0: Lebanese employees (LE) are equally or less likely to show

turnover (TO) intention; and are equally or more likely to be

motivated (MO) when encountered with organizational politics

than their American counterparts (US).

$$\mu(TO)LE \leq \mu(TO)US, \ \mu(MO)LE \geq \mu(MO)US.$$

The average mean on the long term orientation scale is reasonably close between Lebanon and the U.S. The U.S. higher score of μ=13.42 means that U.S. employees slightly feel more motivated and part of the organization than did the Lebanese employees. The high organizational politics, stress, and job anxiety felt by the Lebanese employees can be translated as the cause of the lower motivation and higher turnover intent. The relationship among organizational politics and employee performance indicates through manifold studies. In the light of past studies, it is examined that employee performance and organizational politics are implicitly and explicitly associated to each other. On one hand, the role of organizational politics is being treated as mediating factor among transformational and transactional elites. On the other hand, the contribution of organizational politics emerges within formal and informal performances. Therefore, the association among performance and leadership style is further augmented directly whereas further mediating side is influenced through this association. Furthermore, it is indicated that this relationship is influenced through perceptions of the workplace environment (Marion & Gonzales, 2013).

Hejase, Hejase, Mikdashi, and Bazeih (2016) unveiled in that there is a true problem in frontline leaders in Lebanese organizations as they are failing to implement tools and processes in recruiting, retaining and developing the talent in their employees. As a result employees as Lakkis, Osman, Musharrafieh, and Issa (2012) stated are experiencing higher stress levels and are at a higher risk to turnover.

Table 4.8

Independent Sample T-test

Scales	U.S. Mean	Lebanon Mean	Difference in Means	t	df	Sig. (2-tailed)
				t-test for Equality of Means		
Organizational Politics	18.43	19.94	-1.51	-3.05	350	.00
Power Distance	15.70	17.69	-1.99	-6.16	350	.00
Uncertainty Avoidance	13.06	16.76	-3.70	-6.72	350	.00
Long Term Orientation	13.42	13.19	0.23	0.68	350	.50
Collectivism	18.58	18.77	-0.19	-0.66	350	.51
Organizational Stress	17.43	21.39	-3.96	-9.10	350	.00
Gender Differentiation	5.85	5.30	0.55	2.46	350	.01

Table 4.9

Hypothesis Testing

Scales	Hypothesis	Sig	Status	Description
Power Distance + Collectivism	Hypothesis 1	$p=.00$ $p=.51$	Fail to Reject	Lebanese employees (LE) are equally or more individualistic (IN) and lower power distance (PD) than American counterparts (US).

Gender Differentiation	Hypothesis 2	*p*=.01	Fail to Reject	Lebanese employees (LE) are less gender-role differentiating (GR), aggressive and assertive (AA) than the American counterparts (US)
Organizational Politics	Hypothesis 3	*p*=.00	Fail to Reject	H3-0 (null): Lebanese employees (LE) practice equally or more political in the organization (PO) than their American counterparts (US).
Organizational Stress + Uncertainty avoidance	Hypothesis 4	*p*=.000 *p*=.000	Reject	Lebanese employees (LE) take equally or less stress (ST) and experience equally or lower job anxiety (AN) when encountered with organizational politics than their American counterparts (US).
Uncertainty Avoidance + Long Term Orientation	Hypothesis 5	*p*=.000 *p*= .50	Reject	Lebanese employees (LE) are equally or less likely to show turnover (TO) intention; and are equally or more likely to be motivated (MO) when encountered with organizational politics than their American counterparts (US).

It is evaluated that different situational aspects of a workplace has positively and significantly mediated the relationship between organizational politics and employee performance (Parris, & Peachey, 2013). By considering this piece of information, it is examined that perspectives of employees within organizational politics is an important factor that might influence the nature of relationship. Moreover, past studies illustrated that apart from situational and environmental factors of workplace; trust and distributive fairness is also regarded as the potential mediator in the association between organizational politics and employee performance. In essence, procedural fairness is relatively more associated to predict organizational politics as compared to trust. Therefore, the politics perspectives might be reflected as a buffer among leadership style as well as formal or informal performance. It is indicated that employees willing to enhance his or her performance are organized appropriately. On the contrary, the level of performance might be influenced through high level of internal politics as they predict in the form of unfair, unjust and unprofessional attitudes by the elites. The main cause behind this negative influence is the transactional leadership pattern (Clarke, 2013). Moreover, this relationship is emerged through the extra role behavior and informal performance (Miner, 2015).

The results recommend to promote the strategies, which are preferred by the employees within an organization. The job satisfaction and controlling the stress of the employees should be the foremost preference of any organization in order to retain the employees and have a long-term commitment to them. Teamwork and maintaining friendly relationships with the teammates must be the priority of an organization to

promote the professional environment and eradicate the politics from the organization with best possible manner.

Summary

In this chapter significant results obtained through the analysis of the data collected through the questionnaire were presented. The Independent sample t-test assisted in concluding the perception of the employees within the organization with respect to the countries. Table 4.9 below presents a summary of the hypothesis results. To answer the research questions, which initiated this research can now be generalized based on the population sample selected.

RQ1– What are the cultural value differences between the U.S. and Lebanese managers and employees?

A cultural value that is evident based on this study between the U.S. and Lebanon were the gender stereotyping. Lebanon was seen to significantly limit the female presence in upper management position.

RQ2– What are the differences between the U.S. and Lebanese managers and employees in their political behaviors and their reactions to organizational politics?

It was found that Lebanese employees are more individualistic, gender role differentiating, practices more organizational politics, are less motivated, experienced significantly more stress, and has higher intentions to turnover than their American counterparts. These findings support that there is a need to control the political environment in Lebanon in order to promote a long-term satisfaction between the employees and the organization.

The results recommend promoting the strategies, which are preferred by the employees within an organization. The job satisfaction and controlling the stress of the employees should be the foremost preference of any organization in order to retain the employees and have a long-term commitment to them. Teamwork and maintaining friendly relationships with teammates must be the priority of an organization to promote the professional environment and eradicate the politics from the organization with best possible manner.

Chapter 5: Conclusion and Recomendations

The results from this study were analyzed through a quantitative survey, which assisted in developing conclusive remarks along with recommendations. The purpose of this quantitative survey research is to examine employees' reactions to organizational politics in two substantially different cultures, Lebanon and the U.S. The intent is to analyze how differences in cultures of the U.S. and Lebanese banks reflect on organizational politics and how the level of organizational politics in each country generates different reactions from employees and managers working there. The aim of this study is to bring into scope the significance of comprehending, respecting, and working effectively in different cultures to bring out the best in the employee while reducing stress levels and job anxieties associated with cultural differences that may exist. Furthermore, examining whether employee behavior to organizational politics is culture-dependent can help managers develop strategies accordingly within a diverse workforce environment in the globalized environment. It is evident through this research that Lebanese employees has more organizational politics practices within their organization and significantly more job related stress and anxiety than in the U.S. employees. The U.S. employees are also found to be motivated and practiced mare collectivism than the Lebanese employees.

Interpretation of the Findings

Literature researches linked culture as a direct contributor to job satisfaction and turnover intent, the literature points to a strong relationship in individualistic culture opposed to that found in collectivist cultures (Yunxia, & Jianmin, 2010; Pressentin, 2015; Hwang & Francesco, 2010). In the present research, the turnover rate is increasing in

accordance with the responses of employees, which indicates that there was job stress in both countries but job related stress is significantly higher in Lebanon than it were in the U.S. Lebanon is also found in this research to be more of an individualistic workforce opposed to the collectivism, which U.S. employees shows. Moreover, organizational politics and gender differentiation are also higher in Lebanon than they are in the U.S. Employees sought other employment opportunities in Lebanon as a result of the organizational politics within the working environment. This aspect shows a requirement to organize the management systems of the organizations in Lebanon in order to eliminate the essence of politics from the working environment. As confirmed by Gull and Zaidi (2012), the researchers determined the association and effect of workplace politics and the impact of various dimensions of organizational politics on job satisfaction of employees

In this stude different aspects of the employee's attitude and the policies involved at the employment level were evaluated. Employees in Lebanon are less satisfied as compared to the employees in the U.S. Although, organizational politics were observed in both the countries, but the ratio is higher in Lebanon. It is evident from the survey questionnaire that a significant number of employees stated that the higher management can easily develop strategies against organizational politics as compared to lower management. These practices reflect higher managements to have authority in taking unjustified decisions. Saeed, Butt and Azam (2013) attempted to synthesize previous studies by highlighting some major factors affecting individual performance of project team members. The research findings were used to highlight a positive relation between

perceived workplace politics, organizational communication, and organizational commitment with individual performance of project team members.

Organizational stress is also found among the employees of both countries. But Lebanese employees are under significantly more stress than the U.S. employees. The analysis shows that males are mostly at the managerial position but the gender differentiation level is slightly higher in Lebanon than it is in the U.S. Lemmon (2011) suggested certain reasons about the low level of hiring or promoting female employees at the managerial levels in U.S. companies. The common reasons were family responsibilities of women that are considered as the hindrance in the performance of the job and other working conditions.

The interference can be referred as a phenomenon that the family work encounters bias. It is indicated that being a woman indicates the family responsibilities and place the women at odds with the present managers protected family work conflict bias towards the women. Therefore, it is the major reason that these biases considerably hindered the progress of women (Richardsen, Traavik & Burke, 2016). The study analyzes the aspects of the politics within an organization, which reflects the negative and positive aspects of the employee's behaviors in any organization. The prevalence of politics within an organization might influence the organizational congruence and efficiency to a more precise result. This aspect might lead employees to quit the job and affects the long term commitment with the organization. The employees are observed to consider taking a new and comparable job if it is offered to them. The employees in the U.S. are found to be more devoted to their job and can survive the organizational politics within organization.

They responded in the favor that they are highly committed to serving their organization and feel like a part of the family at their organization.

The teamwork were favored by most of the employees in both countries, but the organizational politics usually ruin the collective efforts of the team. Organizational politics denote the features of the working environment, which make it complicated for the employees to have good performance at jobs, such as inadequate human training, resources, and insufficient communication (Elbanna, 2016). The effort and motivation of the employees towards work is directly associated with the progress and success of an organization. The success and failure of a company is completely dependent upon the efficient working and completion of tasks by employees. The motivation of the employees aims to provide friendly environment for the employees for encouraging innovation and collaboration. The commitment towards any organization is explained as ones' loyalty towards the organization. It further creates a feeling of attachment towards the company. An individual feels valued and motivated, which is helpful in shaping job satisfaction that positively affects commitment and dedication towards the organization.

The responsibility towards the mission and goals of the organization is referred as the commitment of employees towards job. The desired goal is likely to be achieved easily if individual works with absolute commitment. The best working outcome can be generated with higher satisfaction rates. The employees, who have a better understanding of job commitment, are more satisfied as compared to the workers, who are less committed towards their work. The satisfaction level in males were observed to be higher as compared to female individuals. It was explained that the workers, who are dedicated towards their work, execute and even achieve any goal regardless of its complexity. For

the job satisfaction among the workers, efforts should be made to create supportive environment that is more disciplined and mannered. As stated in Ch 2, Butt, Imran, Shah and Jabbar (2013) suggested that team work can be helpful in mitigating the negative impacts of perceived organizational politics

The emotional attachment of employees to their workplace is the most important factor of their loyalty and dedication towards the organization. In the daily routine, most of the time is spent at workplace with colleagues. Therefore, it is in the best interest of manage to have healthy and strong relationships with the co-workers. The ability to succeed in professional career and emotional well-being is greatly affected by the relations with colleagues. Maintaining good relations with co-workers is considered as a complex task as there are different people, having different values, cultures, age, personalities, and expectations. The best way to maintain an environment of equality can be done by simply by understanding and being educated on working in diverse workplaces and through treating everyone on the equal basis.

The development of a confident workplace solely depends on good relations among colleagues, as this empowers employees to deal efficiently and comfortably with any stressful situation. Organizational politics can be the result of those factors that may cause stress on individual employee and in return have negative organizational consequences. Marques (2010) and Ferris and Treadway (2012) highlighted that all organizations have some degree of politics, mainly as a result of varied ideas and interests within the organization. Stress reduces the ability of an employee to perform their job well and also to concentrate on complex issues. The existence of stressful environment at workplaces will certainly result in the development of dissatisfaction.

It is evaluated that there is a significant number of hard working individuals, who try their best to accomplish organizational goals mainly due of professional commitment. Job satisfaction is further strengthened by the effective commitment of the employees working within the same organization and these employees are reasonably in agreement with the organizational objectives and principles. With the existence of organizational politics as perceived by employees in these organizations, the employees thus become demotivated by the political environment at their workplace and are unwilling to put in their maximum efforts for betterment of the organization. This was further confirmed by the research conducted by Saeed, Butt and Azam (2013), and Gull and Zaidi, (2012).

According to Richardsen, Traavik, and Burke (2016) that teamwork allows the employees to attain higher control, opportunity to learn new methods, and satisfaction in working environment. The worth of teamwork among the employees is that it effectively reduces the negative impact of organizational politics on job satisfaction. The formation of teamwork at any organization need proper training as it should not create any conflict, help in developing trust among the employees, and also provide the best environment for working (Richardsen, Traavik & Burke, 2016). An environment of trust is created among all the employees through collaboration and interaction, which further clarify the understanding of company's affairs and information about co-employees. The present research concludes that employees has firm resistant towards the negative impact of organizational politics, who were working in teams as compared to the other workers who do not appreciate working in teams.

Organizational politics is defined as an action of individuals working in any organization to fulfill their goals by using unfair means. It reflects the dishonest attitude

of the employer towards their workplace just for the sake of their self-interest. It may be at the cost of values of other employees or even at sake of reputation of the organization. Job satisfaction is the level of contentment employees accomplish from the variety of roles. Through this research a remarkable contribution to the information about the organizational politics and subsequently its effect of employees' behavior. It reveals that organizational politics and job outcomes are inversely related to one another. The organization, where employees face organizational politics, usually results in three kinds of responses among the staff that are:

- Emergence of groups which neglects the goals of the organization and rather focus to safeguard the groups' goals.

- Pay and promotion decisions are biased.

- Self interest towers over the best interest of the organization

Employees, with increased job focused tactics (organizational political behaviors), are the ones who are more likely to attain better ratings, unlike those with decreased tactics. There is a direct impact on individual job characteristics to three features of work motivation that are job satisfaction, commitment to organization, and job involvement. Moreover, if an employee is not satisfied with the policies and standards of the organization, then it will be difficult to attain their goals effectively. The survey of the present study proposes that there are different aspects, which affects the satisfaction level of the employee. Some of the common perspective related to enhanced satisfaction level mainly include benefits, pay, promotion, operating procedures, nature of work, rewards, and supervision, under which tasks are being performed. As argued by a study that the general political behavior and job satisfaction are inversely proportional to one another.

For the sake of one's own interest, employees get involved in some manipulations in order to attain desired position or benefit in the organization (Richardsen, Traavik & Burke, 2016).

The organizational politics, job attitudes, and work outcomes are somehow interlinked like interpretation of organizational politics may have negative impact on employees' commitment to job and also affects job satisfaction. Organizational politics also contributes to employees' neglected behavior towards work, further affecting the work outcomes. It was concluded from a number of arguments that productivity and performance of an individual is damaged with interference of organizational politics and exaggerates stress- related responses.

Organizational politics is interpreted as attitude that strategically escalates self-interest and challenges the combined organizational goals. The presence of organizational politics in any workplace is manifested in the attitude of employees for actions taken in their own advantage, interests and benefits, ignoring the benefits of other employees. Organizational politics is mainly associated with attitudes like manipulation against other employees, defamation and unnecessarily using power for the sake of own interest (Richardsen, Traavik & Burke, 2016). This injustice and unfair behavior arising as a result of organizational politics create impeded and hampered organizational outcomes.

The study identifies that organizational politics may create three basic responses among the employees that include increased nervousness, decreased satisfaction towards job, and eventually leading to withdrawal from the organization. These responses were later confirmed by different studies. The study identifies that workers' performance depending on the organizational politics usually results in declined performance towards

work. The frustration experienced by workers due to organizational politics showed increased level of negative attitude towards the organization. Furthermore, the effect of organizational politics are analyzed between high-status and low-status employees. Low-status employees, who were unstable and lack power base, reacted with frustrations and negative behavior towards the organization, whereas high-status employees were not affected by organizational politics. The employees who experienced organizational politics showed decreased levels of commitment and satisfaction towards the organization they work for.

Organizational politics being practiced in workplaces results in low job satisfaction, high negligence, or even intention to quit. This situation occurs as a result of misuse of politics for the purposes of self-interest, but its effect on the other co-workers were also evident. There is a strong relationship that exists between efficiency, turnover rate, and job performance as the feeling of justice and fairness at workplace corresponds to the job anxiety and tension. It is also proposed that perception of organizational politics is different for every person depending on their education, tenure, income, position, and gender. Furthermore, the study highlights that men and women perceive work commitment and organizational politics differently. There are differences in attitudes towards organizational politics depending on the gender because males are more involved in political attitudes as compared to female individuals as they possess more tolerance towards organizational politics. Male employees are more habitual to the prevailing political situation at work and take it as a routine part of life. Therefore, the employees need to balance their working conditions and personal issues. However, this perspective is more challenging for women, who are perceived to have more

responsibilities as they take care of their children as well as maintain their homes. However, male and females with similar educational background and same years of job experience presented similar tendencies against the political behaviors.

The commitment of employee also depends on the experience, gained within any organization. Therefore, it is evident that there is a major association between age and job satisfaction rate as every age group responds to the organizational politics in different ways. The study further encourages to give greater attention towards the experience as compared to age groups. Similarly, job satisfaction also plays a major role in the commitment to the organization and intent to leave. Research also identifies that job involvement and job satisfaction are interlinked. Any person with negative attitude towards work will eventually experience low job satisfaction. Therefore, the collective effect of negative attitude and low job satisfaction can result in increased absenteeism as those with decreased commitment and satisfaction in job are more likely to be absent from work or even leave the organization.

The coalition between the organizational politics and negative behavior towards job are remarkable in employees belonging to lower status as compared to those of higher status. The study evaluates that negative thoughts are mostly generated whenever a worker feels deprived or treated unfairly because of the prevailing politics in the organization. Moreover, Employee, facing organizational politics, may also show lack of involvement towards job related tasks.

Furthermore, if an employees' job involvement is not satisfactory, it creates a feeling of unworthiness in regards to the organization. Employees, working with full dedication, are willing to stay in organization for long term if they are satisfied with the environment

at work. Such employees are surmised to work in order to generate improved and better results as they do not develop feelings of detachment, regret, and distrust. The newly employed employees require some time to adjust to the new environment and react appropriately and mingle with the organizational politics prevailing at the workplace. Overall, the study concludes that the major effects of organizational politics were on the job performance and negligent behavior towards work.

Organizational politics is perceived as an ignorant factor, whenever it is held as intrinsic part of routine life at a workplace. Employees, who are highly educated, are more eager to leave the organization due to availability of other multiple job options for them. If an employee is working hard at workplace; however, the benefits are dispersed to other individuals because of organizational politics, then such employees are more prone to leave the organization due to job dissatisfaction.

The research concluded that the attitude of employees for self-serving purpose is to gain desired and valued outcomes, and it has no concern with job satisfaction level of the employees. It was also examined that political actions of the workplace are negatively linked to job satisfaction level of the employees. Effective motivation is a way that makes the people more satisfied and dedicated towards their job. It was evident that money cannot be regarded as the only motivator, but there are many other incentives which may be used as source of motivation for the employees. Managing a peaceful and secluded environment at a workplace is the most challenging task for the managing a team at the organization. Organizational politics arise in any organization due to power, influence, and self-interest among the employees. As proposed by Drory and Romm (1990), organizational politics is based on three basic characteristics:

- Attaining of goals for the sake of self-serving.

- Using informal means of influence

- Using means to achieve the desired outcome as per requirement.

The study suggests that the negative impact of organizational politics on job outcomes should be reduced in order to promote employee understanding and dedication towards work. It should be taken into consideration that the overall outcome of any accomplished goal is not just contribution of a single employee. The positive aspect of a well-managed organization is that it always treats the average worker as root source for the productivity gain. For these organization, employee satisfaction is more important as compared to the capital investment because they believe that employee satisfaction is directly associated with the better commitment towards working behavior as it would be responsible for effective achievement of goals of the organization.

Political tactics are commonly used at every organization through different means. An association is witnessed between the prevailing organizational politics in any organization and the leadership style, which were supported by the findings of Ram and Prabhakar (2010). Leadership has a direct impact on working outcomes as demonstrated by job stress and the ongoing politics at workplace. Organizational politics usually emerge when employees misuse their power in order to acquire attention and popularity at the work place; it further affects organizational progress negatively. This aspect should not be ignored, and all possible efforts should be made to making the work place environment free from politics and ensuring a comfortable place to work and produce.

There are two stress-related consequences that take place as a result of organizational politics that are:

i.   Aggressive attitude at work

ii. Job distress

The employees, who are involved in politics at workplace usually, gain certain advantages from experiences failure because of negative responses from the co-workers. Job satisfaction and job commitment are greatly affected by job stress, workplace politics, aggressive attitude, and job burnout. The organization where politics is not practiced, employees can establish an emotional bond with the organization and it positively affects the work outcome. Organizational politics also needs to be analyzed in relation to different personalities possessed by different employees. Every employee is not affected similarly as different people have different perspectives about their surrounding environment. Employees find the environment with political issues as more favorable than their counterparts, which in turn results in positive work attitudes. Hence, the study concludes that all the employees are not equally affected by the organizational politics. Some employees adjust themselves in the politically charged environment by adopting different political behaviors.

The relationship between the employee well-being and the stressful job satisfaction are well established, and there are few comparative works that highlights the cultural differences and potential country. The appraisal of working conditions for employees can be possibly influenced by the national dissimilarities in culture. In other words, these differences in appraisals might affect the responses to the demanding conditions. The negative association between the job satisfaction and the organizational constraints vary across the countries such as UK, Germany, U.S., and Canada. The power of positive association of turnover with constraints also appears to vary across the countries. The

cross-national dissimilarities suggest that the prospective existence of the cultural effects the limitation of organization relationship.

It was found through this appraisal that monitors the strength of harm or threat in the working environment and this can be referred as primary appraisal. The individualism and collectivism with respect to the cultural values is an important factor in the occupational process of stress. Particularly, the employees from different countries belonging to different cultural and religious backgrounds vary on individualism-collectivism that may react and appraise to work demands differentially. The evaluation and judgment of work demands seem predominantly susceptible to cultural impact, because cultural norms concerning the degree to which one must bear and endure stressful job conditions or a heavy workload may vary across nations. In contrast, the present study suggests that it is necessary to develop appropriate relationships with colleagues, as the responses of the employees are found in favor of developing a collectivist culture within an organization. Collectivism might be helpful for the employees to assist the colleagues regardless of their cultural and religious backgrounds. Organizational politics usually ruin the collective efforts of the teams and individualism should be avoided within organizations for achieving outcomes (Kiptoo, 2015). The majority of the respondents believes that individualism must be avoided in order to achieve the desired outcomes and men were usually observed at the managerial position in many organizations according to the employees who participated in this study from the U.S. and Lebanon.

Significance of the Study

The devious, self-serving, and manipulative behavior of employees towards working environment for the sake of self-interest, is termed as organizational politics. It is important to understand the human resources and organization from political frame as it provides knowledge about the association between human resource practice and the organization. The implementation of effective employee strategies and organizational politics mainly focus on the human resource discipline and achieving organizational goals. The presence of organizational politics in any company creates tension causing profound effect on the the role of human resources. Positive business outcome is followed when effective collaboration is accomplished.

The impact of organizational politics on employees has been studied by focusing the experiences of senior professionals and their interaction with work in political environments. The teamwork tends to have mitigating effect on the political environment in an organization. The congruence of moral and social responsible leadership plays an important role in effective development and management of professional environment. An employee needs to be self-aware and centered regarding his/her personal value set. The general political behavior plays an important role in acquiring valued outcomes.

Organizational politics result in negligent behavior and obstructive organizational performance. The negligent behavior and negative job attitudes of employees are likely to cause damage to the positive organizational outcomes. Therefore, it is important to understand and evaluate the perceptions regarding organizational politics by studying individuals' impact about perceived organizational justice and intention to leave the organization.

Limitations of the Study

Despite job dissatisfaction, there are a significant number of employees, who are willing to perform within their job descriptions. It is a fact that the relationship of political environment and work outcomes are also moderated by the political behaviors. Moreover, the outcomes shows that employees, who are satisfied with their job, have a positive attitude towards work and show motivation. One of the limitations is that people mostly avoid sharing views about differential matters due to the organizational politics, which is considered as a very sensitive aspect. It is clear from this research that Lebanese employees are enthusiastic and reasonably honest in their responses. It is discovered that Lebanese employees are eager to have their opinions known about the organizational politics within their organizations. As a result, they are quick to respond to the survey and submitted their answers within a 30 minutes from the time they received the questionairs. The second limitation, described in chapter 1 is the fear that upper management and human resource departments may find this research threatening to their internal political stability and may ban the surveys from being distributed to their employees. This shows to have a false prediction considering the high collaboration and assistance that is provided by the HR departments of the selected banks to complete this study. Its is important to note that this research utilized a nonrandom sample in data collection, thus eliminating any external validity to the findings. There were no objections to the survey questions asked nor were there any issues with the number of employees needed to participate. The HR departments showed interest to see what this research will uncover.

Recommendations

The study focuses on the organizational politics, organizational stress, turnover intentions of the employees, and different attitudes and behaviors of the employees faced by the organizations in the U.S. and Lebanon. A significant amount of research regarding the perceived organizational politics is taken into account in order to have an evident perception of the situation within working environment of different organizations around the world. It is important to understand the differences in the cultures, and how the culture reflects the reactions and behavior of the employees. The present study chiefly contributes to understand the issues and factors regarding the organizational politics. Moreover, the findings of the study might also assist in maintaining the improved and enhanced diversity management policies within the organization. The theoretical significance of the study is to test the reactions of the employees to the organizational politics.

There were many studies, conducted on the organizational politics for identifying the impact of this practice among the employees and their attitude. However, majority of the researches were conducted in North America, and very few were in European country. The results shows that organizational politics have a direct effect on the employees on the personal level and on the overall performance of the company. Further studies must focus on the gaps in the working conditions and environment of the organizations between the countries. More studies should be conducted considering the male and female employees equally on the managerial level and analyze the differences between the policies implemented by the managers and how the employees perceive them. The present study recommends conducting further research into examining the

Human Resource Management system between the countries included in this study (U.S. and Lebanon). There is a need to train employees so that they manage their work without any hindrance and eradicate stress from workstations. The organizations in Lebanon must understand the issues and factors that are contributing to the frequent turnover of the employees.

Implications for Positive Social Change

The understanding of informal processes of conflicts and co-operations prevailing in any organization is provided through organizational politics. It greatly influences the employees' performance. It has become difficult to attract and retain talents across the globe after expansion of business and globalization. It is also difficult to understand the differences among cultures and reactions of different employees. Therefore, after increased competition in the market of business, a diverse management and workforce are required to adapt with prevailing situations. The positive implications of organizational politics generate from the stimulating collaboration and amalgamation of shared aims (Drory & Vigoda-Gadot, 2010).

Organizational politics tend to filter and alter the legitimate information for organizational defensive routines. It functions to benefit more than just a politically motivated or skilled minority (Vredenburh & Shea-VanFossen, 2010). When individuals working in any organization are appropriately and politically skilled as it provides the basis for competitive advantage. The organizational environments that experience stress are successfully managed by the politically skilled management. It has the capability to engage certain actions for supporting confidence, support, sincerity, and feeling of trust. The positive implication is visible when employees are well aware about the influence of

positive strategies and behaviors. The employee behavior towards organizational politics depends extensively on the diversity of culture. It helps the management committee to develop certain strategies to adapt within diverse workforce environment. When positive political skills towards an effective political environment are developed, the employees do not suffer inequity, unfairness, and injustice.

Implications

With the ever expanding market of business globalization and talent management, it is increasingly becoming more crucial to attract and retain expertise and talents from all over the world. As a result, understanding differences in cultures and thereby differences in employee reactions are critical to maintaining and attract employee in the ever more competitive talent market. In doing so, employee stress is reduced while increasing their productivity and motivation within the organization. Global organizational competition is increasing, thereby increasing the need for a diverse workforce and management who can cope with diverse work situations and workforce.

Findings from this research will have an impact on positive social change through the insight it brings on the importance of reducing organizational politics in the workplace and the significant effect that has on the employees in general and the organizational bottom line in specific. Comprehending, respecting, and working effectively with employees in different cultures is key to have a productive workforce. This research showes that organizational politics can play a significant role in not only hindering an employee's productivity, but it can also affect the psychologically causing increased stress and anxiety. Such psychological effects can be carried home with the employees, and that is when the family at large is then affected, but this work related

stress. Understanding the effects of organizational politics and working towards reducing them within organizations can bring out the best in the employee while reducing stress levels and job anxieties associated it. Furthermore, examining whether employee behavior to organizational politics is culture-dependent can help managers develop strategies accordingly within a diverse workforce environment in the globalized environment. This type of strategy may contribute to a decrease in turnover due to organizational politics thus affecting the organizational bottom line positively.

Mental resilience and a higher level of energy are required while working, the desire to invest the effort and the persistence, even at the time of difficulty can only be achieved by providing a stress free environment to the employees within the workstation (Fletcher & Williams, 2016; Omolayo & Omole, 2013). The political behavior is a mere reality within any organization, and it can be detrimental and beneficial at times (Miner, 2015). This research has proven Mallol, Holtom, and Lee (2007) job embeddedness theory which proposed that there is a web of connections made up of family, social network including work and non-work friends and community, psychological factors, financial factors, physical environment in which the employee live. These interconnected web connections are all affected by organizational politics, and the negative effects that result from it can be carried out of the organizational to directly affect the employee's family, social network, etc. Such web connections all have an effect on the employee the organization within which they employed. Connections that link the employee to the surrounding web have a direct link to the employee loyalty, job performance, and intent to turnover. This research is also reinforced Hofstede's (1983) cultural dimensions which

identified Lebanon as being higher on power distance, gender differentiation, individualism, and short-term orientation.

The study evidently evaluates the association between the organizational commitment and the politics. The findings highlight that the greater the organizational politics in the organization, the lower the level of confidence among the employees. The research findings are useful for the management to develop future strategies effectively and to enhance the level of productivity in employees. The study observes that the employees are mostly involved in organizational politics because of the competitive and economic environment; therefore, sample of the study proved to provide most suitable responses and results for the study. The participants of the U.S. and Lebanon are found to share their working experience, which significantly benefited the present research. It can be said that the organizational politics is directly associated with the development of inappropriate outcomes, which can easily affect the processes and growth of an organization. For this purpose, smooth, transparent, and politics-free environment should be developed by the organizations to enhance the abilities of employees appropriately.

Conclusion

The study concludes that Lebanese employees are less individualistic and practice more power distance than the U.S. employees. Moreover, Lebanese employees are found to be more gender differentiating and practice more organizational politics than the U.S. employees. As a result, Lebanese employees are more stressed and experience higher job anxiety and turnover intent. Low motivation level is also evident among the Lebanese employees opposed to their U.S. counterparts.

The results discriminates between the organizational politics and employee's behavior in the U.S. and Lebanon. Therefore, there is a need to control the political environment in Lebanon in order to promote a long-term satisfaction between the employees and the organization.

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Appendix A - Survey Questionnaire

Demographic information
Male ☐   Female ☐

Answer the following using : SA (Strongly Agree), A (Agree), N (Nutral), D (Disagree), and SD (Strongly Disagree.)

Organizational Politics	SA	A	N	D	SD
People in this organization attempt to build themselves up by tearing others down.					
There has always been an influential group in this department that no one ever crosses.					
Since I have worked in this department, I have never seen the pay and promotion policies applied politically.					
When it comes to pay raise and promotion decisions, existing policies are irrelevant.					
Employees are encouraged to speak out frankly even when they are critical of well-established ideas					
Agreeing with powerful others is the best alternative					
Who you know and how much you are liked carries a lot in this bank.					
Power Distance Index (PDI)	SA	A	N	D	SD
The rate of organizational politics in regards of rich people usually influence the performance of poor employees					
Higher management can easily survive in against of organizational politics as compared to executives.					
Higher management can easily develop strategies in against of organizational politics as compared to lower management.					
Higher management can appropriately deal with political issues.					

Higher management have the authority to take unjustified decisions in against of organizational politics.					
Uncertainty Avoidance	SA	A	N	D	SD
I usually think about quitting job because of organizational politics					
Lately, I have taken an interest in job offers in the newspaper					
I will probably not stay with this organization for much longer					
Organizational politics has affected my long term commitment with organization.					
I am willing to consider taking a new and comparable job if it is offered today or tomorrow.					
Long Term Orientation	SA	A	N	D	SD
I can easily survive the organizational politics within my organization.					
I would not get the proper opportunity, if I left my current organization.					
I am highly committed to serve my organization beside organizational politics					
I feel like "part of the family" at my organization.					
Individualism and Collectivism	SA	A	N	D	SD
Working in a team usually results in increased productivity and lesser politics					
It is necessary to develop appropriate relationships with colleagues.					
I usually got satisfied with my performance only, rather than within groups.					

Organizational politics usually ruin the collective efforts of the teams.					
Individualism should be avoided within organizations for achieving outcomes.					
Masculinity and Femininity	**SA**	**A**	**N**	**D**	**SD**
There are more men on managerial positions than women in my organization					
Men are more aggressive workers as compared female workers					
The rationality is more common among male workers as compared to female workers					
Female employees are not assigned tasks that require late sittings irrespective of their capability					
Organizational Stress	**SA**	**A**	**N**	**D**	**SD**
I work under a great deal of tensions					
I have too much work and too little time to do it in					
My job gets to me more than it should					
When decisions are made about me, my supervisor deals with me in a truthful manner					
Feeling that you may not be liked and accepted by the people you work with is very stressful					
I feel that I have to do things on the job that are against my better judgment					
I feel that I have too little authority to carry out the responsibilities assigned to me					
I do not know what opportunities for advancement or promotion exist for					

me in this organization					