

Effects Of Organizational Identification On Job Satisfaction: Moderating Role Of Organizational Politics

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ABSTRACT

The purpose of this study was to investigate the potential predictive effect of organizational identification on job satisfaction and to determine the moderating role of perceptions of organizational politics within this process after controlling for the latter. To that end the data were collected from 363 employees, who work at an international home appliances producing facility in Istanbul, Turkey via survey method. Collected data were analyzed through structural equation models. Findings indicated that organizational identification was a positive and organizational politics was a negative predictor of job satisfaction. Besides, organizational politics moderated organizational identification's positive predictive effect on job satisfaction by lessening its effect size.

Key Words: Organizational identification, job satisfaction, organizational politics, moderating effect.

JEL Classification: D23, M12

Örgütsel Özdeşleşmenin İş Tatmini Üzerindeki Etkisi: Örgütsel Politikanın Düzenleyici Rolü

ÖZ

Bu çalışmanın amacı örgütsel özdeşleşmenin iş tatmini üzerindeki nedensel etkisini ve örgütsel politika algısının bu süreç üzerindeki düzenleyici etkisini araştırmaktır. Bu amaçla İstanbul'da bir beyaz eşya üretim tesisinde çalışan 363 işgörenen anket yöntemi ile veri toplandı. Toplanan veri yapısal eşitlik modelleri kurularak analiz edildi. Elde edilen bulgulara göre örgütsel özdeşleşme iş tatmininin pozitif, örgütsel politika algısı ise negatif bir yordayıcısıdır. Ayrıca örgütsel politika algısı örgütsel özdeşleşmenin iş tatmini üzerindeki pozitif yordayıcı etkisini azaltmak suretiyle düzenlemektedir.

Anahtar Kelimeler: Örgütsel özdeşleşme, iş tatmini, örgütsel politika algısı, düzenleyici etki.

JEL Sınıflandırması: D23, M12

INTRODUCTION

Organizations desire to hire employees who strive to achieve individual and organizational goals. Therefore organizations not only expect employees to commit to their works but also identify themselves with the organization, because employees, who identify themselves with the organization tend to internalize image and values of the organization (Miller et al., 2000). Identification derives from loyalty and stimulate formation of positive believes, attitudes and emotions toward organization (Mael & Ashforth, 2001). Organizational identification points at a

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psychological tie between employee and the organization. (Reade, 2001). This psychological tie occurs when employees adopt organizations' characteristics as theirs. In this way employees feel "one" with the organization (Reade, 2001). Thereby employees who identify themselves with the organization may tend to perform above and beyond expectations and stand up to adversities such as economic recessions, financial troubles, and mismanagement. Moreover the more employees identify, the more they would be satisfied with their jobs. However employees sometimes desire to obtain specific goals not determined by the management of organization or to obtain organizationally determined goals through informal mechanisms of influence. Such behaviors form organizational politics (Mayes & Allen, 1977). Politics at workplace may harm employee well-being, because when employees perceive politics, they generally try to avoid politics, tend to leave the organization or engage in political games (Ferris & Kacmar, 1992). Therefore politics in workplace may cause employee dissatisfaction.

In this context the purpose of this study is to find out whether organizational identification causes job satisfaction and organizational politics moderate this association. To that end a theoretical framework is presented based on a review of the related literature. Next, research variables, namely organizational identification, job satisfaction and perceptions of organizational politics are described and theoretical interactions among these variables are detailed. Later on analyses are explained. We believe that this research contributes to the field of management substantially, because to the best of our knowledge, research model of this paper has not been studied before. Thereby we hope that our study would open new avenues for future research and guide managerial practices, which aim to improve employee job satisfaction.

I. ORGANIZATIONAL IDENTIFICATION

Individuals tend to categorize people around them and define their social environment according to those categorizations. Likewise employees categorize themselves as members of the same organization, which later on cause them to behave in the interest of it (Foote, 1951). Drawing on Foote's (1951) approach on social categorization, Brown (1969) studied identification in organizations and used Kelman's (1958) procedure which explains organizational identification as a self-defining answer deriving from relationships in social context. According to this procedure individuals desire to establish relationships with other individuals or groups which helps self-definition. In this respect individuals develop self-definitions when they interact with organizations as well (Kelman, 1958). If organizations provide an environment in which employees can express themselves, strive for both individual and organizational success, employees may tend to identify themselves with the organization. (Brown, 1969). The degree of organizational identification may change due to duration and character of the interaction between employee and the organization. In other words the more employees interact with and spend time at an organization, the more they may tend to identify themselves with it. If organization provides fair opportunities for promotion, the level of identification is expected to increase (March & Simon,

1993). Patchen's (1970) conceptualization of organizational identification covers cohesiveness, support of organization and shared characteristics with other employees. Patchen (1970) defined feeling of solidarity as being "one" with and a part of the group in addition to expression of self with organizational characteristics and values. In the same way Lee (1971) defined identification as a concept which covers belongingness, loyalty and shared characteristics. According to this approach belongingness and loyalty occur when employees feel themselves and their functions in organization as important. While explaining the organizational identification, Hall et al. (1970) emphasize the extent to which employees internalize their organizations' values and goals. Herein values and goals of the organization become employees' values and goals. In this way internalization of organizational values and goals cause formation of strong affective ties between employees and the organization (Hall et al., 1970). Another prominent researcher, who studied organizational identification, is George Cheney. Drawing on the previous studies, which defined identification as a means of fostering participation to shared social roles, Cheney (1983a, b) proposed that individuals identify themselves with particular formations. Those formations may be other individuals, family, social groups or communities. Identification occurs when symbolic ties between individuals and groups are formed and developed (Edwards, 2005).

The studies mentioned so far helped conceptualization of organizational identification over time. However one of the prominent conceptual frameworks to explain organizational identification is social identity approach. Social-identity approach is comprised of social identity theory and self-categorization theory (Van Dick, 2001). Social identity theory explains inter-group behaviors and out-group discrimination through individuals' self-definition. In other words individuals' self-concept and self-esteem are formed by social identity to some extent which derives from memberships to several groups (Tajfel, 1978; Tajfel & Turner, 1979; 1986; Van Dick, 2001, Van Dick et al., 2005). According to social identity theory *personal identity* which covers idiosyncratic attributes, such as dispositions and abilities and *social identity* which covers salient group classifications, such as nationality and political affiliation constitute individuals' self-concept (Mael & Ashforth, 2001). On the other hand self-categorization theory, which was developed by Turner et al. (1987), advances social identity theory through explaining in-group behaviors (Van Dick, 2001). Therefore self-categorization theory deals with inter-group processes and contextual effects on organizational identification (Van Dick et al., 2005). Self-categorization theory underscores individuals' categorizations of themselves and others depending on the several group memberships. According to this point of view groups take place through common sensation of different individuals toward same categorization (Van Dick & Wagner, 2002). In this context self-categorization theory may be conceived as a part of social identity theory. According to basic assumptions of self-categorization theory individuals may categorize themselves at different levels and make comparisons. Those levels are personal level as unique individuals, intermediate or group level as group members distinct from members of other groups and

superordinate level as human beings in comparison with other species (Van Dick, 2001).

Throughout this process Asforth and Mael (1989) adapted social identity approach to the organizational context. They thought that an organization, a group or an individual seek the answer to the question of “*Who am I?*” or “*Who are we?*”. In the same way others, who are members of a different organization or group, seek the answer to the question of “*Who are they?*” when trying to identify the ones who are out of their group or organization. Therefore identities may determine the position of both individuals and groups (Albert et al., 2000). In this regard according to social identity approach organizations may help answer the question of “*Who am I?*”, because organizations constitute a form of social groups. For example when individuals introduce themselves to others, they can mention where they work or which organization they are a fun or member of, such as sports clubs or syndicates in addition to specific facts, such as name and citizenship. Thus organizational identification is conceived as a form of social identification, which improves organizational effectiveness, productivity and employees’ job satisfaction (Mael & Ashforth, 1992). Given the importance of organizational identification in terms of managerial processes it is noteworthy to mention the difference between organizational identification and other related concepts, such as organizational commitment or citizenship. As distinct from other related constructs organizational identification is a form of social identification which indicates the tie between individual and organization above and beyond commitment, belongingness or citizenship in a way that individuals identify themselves and feel “*one*” with the organization (Van Knipenberg & Sleebos, 2006; Karabey & İşcan, 2007; Tokgöz & Seymen, 2013; Evans & Davis, 2014; Ng, 2015; Polat & Meydan, 2011). In the course of time, following its conceptualization, researchers tried to explain organizational identification through developing new models and uncovering its antecedents and consequences (Tüzün & Çağlar, 2008; Edwards & Peccei, 2010; Polat et al., 2011; Polat & Meydan, 2010; Turunç & Çelik, 2010a; Turunç & Çelik, 2010b; Walumbwa et al., 2011; Yıldız, 2013; Qi & Ming-Xia, 2014; Ghadiri & Beheshtifar, 2015; Prati & Zani, 2013). In this respect we tried to enhance those findings by investigating the moderating role of organizational politics between organizational identification and job satisfaction.

II. JOB SATISFACTION AND ITS ASSOCIATION WITH ORGANIZATIONAL IDENTIFICATION

Job satisfaction is one of important topics of management and organizational behavior. Employees’ satisfaction from their jobs may change from organization to organization. While some employees are satisfied with their jobs others may not (Seta et al., 2000). Job satisfaction is the level of admiration and contentment that employees feel toward their jobs. If employees are content with their jobs, then it means that those jobs satisfy their needs and wants. On the contrary if employees feel negative feelings toward their jobs, it indicates low level of job satisfaction (Catt & Miller, 1991).

According to Locke (1969) satisfaction or dissatisfaction with a job depends on the gap between actual gains and desired gains. If there is no gap between actual and desired gains or actual gains go beyond desired gains, job satisfaction occurs. However if actual gains fall behind desired gains, this time job dissatisfaction occurs. Adam's (1965) equity theory explains job satisfaction well. According to equity theory employees compare their output/input ratio to their coworkers' ratios. If these ratios are unequal, employees, whose ratios are larger, are embarrassed and therefore feel guilty because they are overpaid. On the other hand employees, whose ratios are smaller, feel angry because they are underpaid. If the ratios are equal, employees feel satisfied. Employees, who perceive any injustice, react by striving to change the inequitable state. However Salancik and Pfeffer (1977, 1978) propose that employees decide to what extent they are satisfied with their jobs by observing other employees' satisfaction levels. Therefore job satisfaction may occur as a result of other employees' reaction to their jobs. This approach features emotional reactions of employees toward their jobs in terms of coworkers' roles. Thereby employees' job satisfactions are affected to some extent by their coworkers' manners (Wexley & Yukl, 1984). In this context since satisfaction refers to employees' positive feelings toward their jobs, employees, whose identification with the organization is stronger than others, may be satisfied with their jobs more than those, whose identification with the organization is weaker. Therefore the more the relationship between organizational identification and job satisfaction is uncovered, the more employees' satisfaction and performance may be improved. In fact despite the scarcity of research, existing empirical findings indicate the association between organizational identification and job satisfaction in a way that the strong feeling of identification with the organization improves employees' job satisfaction (Van Dick et al., 2004). In other words employees, whose identification with the organization is stronger than others, may be satisfied with their jobs despite several negative environmental effects and managerial issues, such as mismanagement, economic recessions, scarcity of resources or temporary low wages, because organizational identification fosters employees' feeling of being "one" with the organization in all circumstances. Thereby employees may ignore such negative factors and tend to be satisfied with their jobs due to strong organizational identification (Oktuğ, 2013; Loi et al., 2014). Likewise Van Dick et al. (2004) found mediation effect of job satisfaction between organizational identification and intention to quit. Similarly De Maura et al. (2009), Hall and Schneider (1972), Van Knippenberg and Sleebos (2006), Beyth-Marom et al. (2006), Van Knippenberg and Van Schie (2000), Riketta (2005), Amiot et al. (2006), Efraty et al. (1991), Ming et al. (2014), Feater and Rauter (2004), Özel (2014) and Tüzün (2009) also found significant relationship between organizational identification and job satisfaction which support our argument here. In the light of these evaluations we hypothesize that:

Hypothesis 1: Organizational identification predicts job satisfaction positively.

III. MODERATING ROLE OF ORGANIZATIONAL POLITICS

Employees tend to use several influence tactics in order to achieve specific goals not determined by the organization or to achieve specific goals determined by the organization. Employees prefer informal means to achieve those goals. Organizational politics refers to utilization of those influence tactics (Mayes & Allen, 1977). In this regard organizational politics explain certain behaviors and attitudes of employees directed toward achievement of specific goals. Attacking or blaming others, use of information, impression management and image building, support building for ideas, praising others and ingratiation, setting power coalitions and getting strong allies, associating with the influential people, creating obligations and reciprocity are among commonly used political tactics (Allen et al., 1979). Therefore organizational politics is perceived by employees as self-serving behaviors often times at the expense of others and even sometimes contrary to interests of the organization management. However some employees may receive benefits, such as extra pay, promotion or rewards by engaging in organizational politics (Vigoda-Gadot, 2007). Nevertheless employees in general perceive politics in workplace as immoral, unethical and unfair behaviors or attitudes, because ill deserved benefits received through political games damage justness of managerial practices, feeling of equity and organizational justice perceptions. Thereby organizational politics may disturb employees and cause them to perceive it as a threat to their well-being. In this context employees may tend to behave politically when there is lack of management and cohesiveness in workplace. Significantly when employees perceive organizational politics, they generally prefer to react it negatively. For instance employees intend to quit their jobs and leave their organization or prefer to ignore the political behaviors and attitudes by immersing themselves in their works. On the other hand some employees may prefer to participate in political games as well (Ferris & Kacmar, 1992). Likewise, according to Ferris et al. (1989), Kacmar et al. (1999) and Sıgır and Başar (2015) if employees perceive politics in workplace and they can't deal with it or manage it, they perceive organizational politics as a threat to their well-being, tranquility and dignity which cause specific negative outcomes, such as job dissatisfaction, low performance, morale, productivity, ineffectiveness and resignations.

In this context we propose that employees' perceptions of organizational politics may decrease the effect size of organizational identification on job satisfaction. When employees perceive politics in workplace their beliefs about organizational values may be damaged and the strength of the tie, which forms the basis for organizational identification, between them and the organization may lessen. Employees, whose organizational identification level is higher than others, may try to struggle with organizational politics by voicing, helping, whistle blowing or working faithfully. However due to negative reactions of employees to political behaviors and attitudes as Ferris et al. (1989), Kacmar et al. (1999) and Sıgır and Başar (2015) stated, strength of employees' organizational identification may lessen. To the best of our knowledge there is no empirical study investigating the association between perceptions of organizational politics and organizational

identification yet. Results of our comprehensive searches in academic databases verify absence of such studies as well. However we think that relationship between perceptions of organizational politics and organizational commitment may give an idea about relationship between organizational identification and perceptions of organizational politics, because organizational identification and organizational commitment are close constructs. Findings of Miller et al. (2008), Chang et al. (2009), Indartono and Chen (2011), Kimura (2013) and Shrestha and Mishra's (2015) indicate negative significant relationships between organizational commitment and perceptions of organizational politics. Thereby existence of negative relationship between organizational identification and perceptions of organizational politics may be inferred from those findings.

Due to negative reactions of employees to political behaviors and attitudes and employees' perception of politics in workplace as a threat to their well-being, we propose that the more employees perceive politics in the workplace, the more they may be dissatisfied with their jobs, because job satisfaction refers to positive feelings and attitudes of employees toward their jobs (Catt & Miller, 1991). Moreover job satisfaction occurs when employees' expectations, needs and wants are met by the organization and the job itself. In this regard perceptions of politics in workplace may damage the feeling of equity and fairness in managerial processes. Thereby employees may be dissatisfied with their jobs due to undeserved gains of others through political tactics. Likewise findings of Cropanzano et al. (1997), Vigoda (2000), Valle and Witt (2001), Miller et al. (2008), Chang et al. (2009), Ferris and Kacmar (1992), Harrell-Cook et al. (1999) and Kacmar et al.'s (1999) indicate negative significant relationship between perceptions of organizational politics and job satisfaction. Therefore, in the light of those arguments and depending on employees' negative reactions to politics in workplace we hypothesize that:

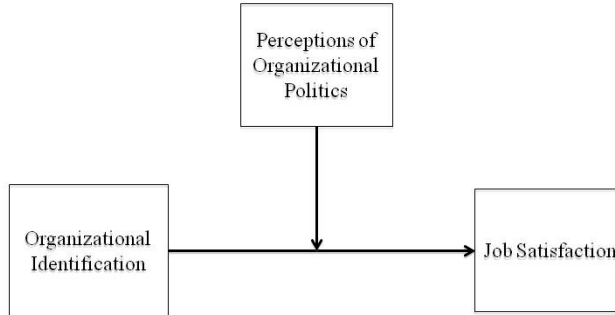
Hypothesis 2: Perceptions of organizational politics lessens the positive effect of organizational identification on job satisfaction.

IV. METHOD

A. Research Design

In this research we used a cross sectional research design in order to analyze the relationship between organizational identification and job satisfaction as well as the moderating role of perceptions of organizational politics in this process. Research model is depicted in Figure 1 below.

Figure 1. Research Design



B. Sample

Employees of an international home appliances production facility located in Istanbul, Turkey are determined as the universe for this research. The universe comprises 384 employees. We used convenience-sampling technique. Out of 21 employees, who were absent on the days of survey, all of them, namely a total of 363 employees participated in our survey upon request of their manager. The data were gathered through questionnaires. 230 of the participants (63%) are males and 133 of them (37%) are females. Ages of the participants vary from 23 to 60 years with an average of 36.22 years (SD=7.39). 230 of the participants (63%) are married and 133 of them (37%) are bachelor. Participants' tenure in this firm varies from 1 year to 36 years with an average of 10.26 years (SD=8.02). Among all participants 109 employees (30%) have high school degree, 231 (64%) have graduate degree and 23 (6%) have postgraduate degree.

C. Data Collection Instruments

Measure of organizational identification

Organizational identification is measured with the scale which was developed by Mael and Ashforth (1992) and adapted to Turkish by Tüzün (2006). Five point Likert-type scale (1=strongly disagree, 5=strongly agree) consists of six items and measures organizational identification within one dimension. Sample item for organizational identification is "what others think about my workplace is very important for me". Higher scores indicate the strength of each item. Reliability of the scale was assessed using Cronbach's coefficient alpha of $\alpha=.93$. Validity of scale was tested with confirmatory factor analysis ($\Delta\chi^2=15.5$, $p=.01$, $SD=6$, $\Delta\chi^2/SD=2.58$, $GFI=.98$, $NFI=.99$, $RMSEA=.06$) which verifies its one factor structure. Factor loadings of items vary from .81 to .92 explaining 75.39% of variance. Results of KMO measure of sampling adequacy (.90) and significance ($p=.000$) of Bartlett's test of sphericity indicate convenience of factor analysis.

Measure of job satisfaction

Job satisfaction is measured with the scale which was developed by Hackman and Oldham (1975) and adapted to Turkish by Basım and Şeşen (2009). Five point Likert-type scale (1=strongly disagree, 5=strongly agree) consists of 5 items and measures job satisfaction within one dimension. Sample item for job satisfaction is "I highly enjoy my job". Higher scores indicate strength of each item.

Reliability of the scale was assessed using Cronbach's coefficient alpha of $\alpha=.93$. Validity of scale was tested with confirmatory factor analysis ($\Delta\chi^2=6.14$, $p=.10$, $SD=3$, $\Delta\chi^2/SD=2.04$, $GFI=.98$, $NFI=.99$, $RMSEA=.05$) which verifies its one factor structure. Factor loadings of items vary from .76 to .95 explaining 78.96% of variance. Results of KMO measure of sampling adequacy (.87) and significance ($p=.000$) of Bartlett's test of sphericity indicate convenience of factor analysis.

Measure of perceptions of organizational politics

Perceptions of organizational politics is measured with the scale which was developed by Hochwarter et al. (2003) and adapted to Turkish by Akdoğan and Demirtaş (2014). Five point Likert-type scale (1=strongly disagree, 5=strongly agree) consists of 6 items and measures perceptions of organizational politics within one dimension. Sample item for perceptions of organizational politics is "There is a lot of self-serving behavior going on in this workplace." Higher scores indicate strength of each item. Reliability of the scale was assessed using Cronbach's coefficient alpha of $\alpha=.96$. Validity of scale was tested with confirmatory factor analysis ($\Delta\chi^2=16.10$, $p=.02$, $SD=7$, $\Delta\chi^2/SD=2.30$, $GFI=.98$, $NFI=.99$, $RMSEA=.06$) which verifies its one factor structure. Factor loadings of items vary from .88 to .94 explaining 84.10% of variance. Results of KMO measure of sampling adequacy (.93) and significance ($p=.000$) of Bartlett's test of sphericity indicate convenience of factor analysis.

D. Procedure

Before beginning this survey an appointment was taken from manager of the facility. Upon acceptance of our application, a meeting was held with manager at his office in Istanbul, Turkey on 13rd of April 2015. During this meeting the aim and scope of the research were explained to the manager and all the permissions needed were taken. Later on following a short briefing about the aim and scope of the survey and instructions about how to fill, the questionnaires were given to foremen and section chiefs on 14th of April 2015. Foremen and section chiefs delivered questionnaires to their employees. One week later filled questionnaires were taken from section chiefs and foremen. Collected data were entered into SPSS software. Subsequently reliability and validity analyses of each scale were done and correlations among each variable were measured. Finally each hypothesis was tested through structural equation models.

V. FINDINGS

Prior to hypotheses testing, descriptive statistics and correlation coefficients between research variables are analyzed. Results are presented in Table 1. Significant relationships between organizational identification, job satisfaction and perceptions of organizational politics support our logic behind hypotheses.

Table 1. Means, Standard Deviations and Correlation Coefficients

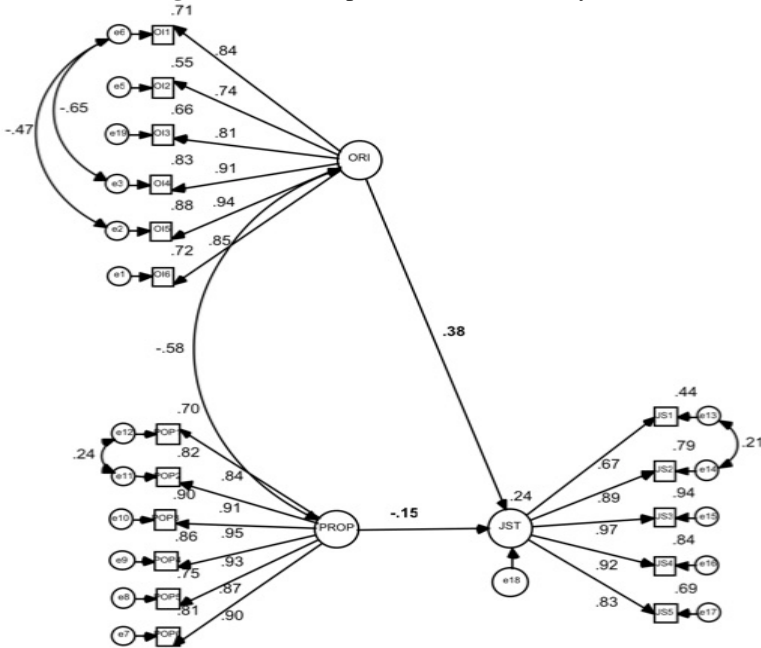
Variables	<i>M</i>	<i>SD</i>	1	2	3
1. Organizational Identification	4.06	1.05	1		
2. Job Satisfaction	3.40	1.06	(.47*)	1	
3. Perceptions of Organizational Politics	2.54	1.33	(-.57*)	(-.37*)	1

* $p < .01$; The values in parenthesis show correlation coefficients.

The hypotheses of this research are tested through moderation analyses. Moderation analysis is conducted according to Aiken and West's (1991) technique. That is, when predictors are quantitative as in our research it is necessary to center the scores on each predictor before forming the product term (interaction term). Product term represents the interaction. The purpose of centering is to reduce the correlation between the interaction term and the predictors, namely organizational identification and perceptions of organizational politics. In this way the effects of the predictors become distinguishable from the interaction. Scores of organizational identification and perceptions of organizational politics are centered through SPSS software. Later on "compute" procedure of SPSS software is used to produce the interaction term by multiplying centered scores of organizational identification and perceptions of organizational politics. Then organizational identification and perceptions of organizational politics are entered into the regression analysis in the first step as presented in Figure 2.

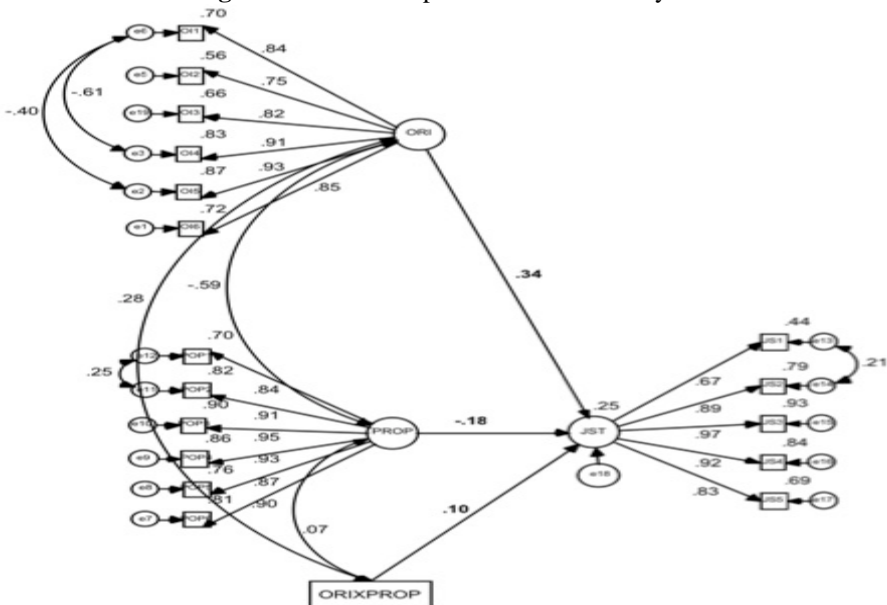
The list of abbreviations for the figures is as follows: ORI: organizational identification, PROP: perceptions of organizational politics and JST: job satisfaction. Values on the paths in Figure 2, namely ORI -> JST ($p < .01$) and PROP-> JST ($p < .05$) indicate standardized β coefficients. The structural equation model has acceptable fit indices ($\Delta\chi^2 = 263.68$, $SD = 112$, $GFI = 0.92$, $CFI = 0.97$, $RMSEA = 0.06$). Findings indicate that organizational identification has positive ($\beta = .38$, $p < .01$) and perceptions of organizational politics have negative and significant ($\beta = -.15$, $p < .01$) effects on job satisfaction. Therefore hypothesis 1 is supported.

Figure 2. First Step of Moderation Analysis



In the second step, interaction term (ORI X PROP) is entered into the analysis together with organizational identification and perceptions of organizational politics as presented in Figure 3.

Figure 3. Second Step of Moderation Analysis



Values on the paths in Figure 3, namely ORI → JST ($p < .01$) and PROP → JST ($p < .05$) and ORI X PROP → JST ($p < .05$) indicate standardized β coefficients. The structural equation model has acceptable fit indices ($\Delta\chi^2 = 315.36$, $SD = 126$, $GFI = 0.91$, $CFI = 0.97$, $RMSEA = 0.06$). Findings indicate that when interaction term (ORI X PROP) is entered into the analysis predictive effect of organizational identification on job satisfaction decreased from $\beta = .38$ ($p < .01$) to $\beta = .34$, ($p < .01$) significantly while negative effect of perceptions of organizational politics on job satisfaction remained significant. This happens due to moderation effect of perceptions of organizational politics. Therefore hypothesis 2 is supported. Significant effect of interaction term (ORI X PROP) on job satisfaction ($\beta = .10$, $p < .05$) ensures moderating role of perceptions of organizational politics too.

VI. DISCUSSION

Higher mean scores correspond to the strength of each research variable. Therefore mean scores above and below 2.4 can give us a message about the evaluation of research variables by employees. In this context results of descriptive statistics indicate that in this firm employees identify themselves with the organization ($M = 4.06$, $SD = 1.05$), satisfy with their jobs ($M = 3.40$, $SD = 1.06$) and slightly perceive politics in work place ($M = 2.54$, $SD = 1.33$). In addition significant relationships between research variables provide basis for hypotheses. In other words negative relationships between organizational identification and perceptions of organizational politics as well as between job satisfaction and perceptions of organizational politics, plus positive relationship between organizational identification and job satisfaction help forming the research model and positioning perceptions of organizational politics as a moderator. Besides, to the best of our knowledge there is no empirical study which has been conducted on the relationship between perceptions of organizational politics and organizational identification yet. However we have uncovered the association between organizational identification and perceptions of organizational politics. Thereby we believe that our finding of negative relationship between organizational identification and perceptions of organizational politics fills a gap and contributes to the field of management.

Regression analyses indicate that there is significant, causal and negative predictive effect of perceptions of organizational politics on job satisfaction which supports and improves findings of Cropanzano et al. (1997), Vigoda (2000), Valle and Witt (2001), Miller et al. (2008), Chang et al. (2009), Ferris and Kacmar (1992), Harrell-Cook et al. (1999) and Kacmar et al.'s (1999). Besides, this finding provides basis for the idea: despite its benefits, employees perceive organizational politics as immoral and unethical behaviors and attitudes. Moreover employees react to politics in workplace as a threat to their well-being, because our findings explain how perceptions of organizational politics cause job dissatisfaction.

Another finding indicates that organizational identification has positive predictive effect on job satisfaction. This finding supports and improves studies of Van Dick et al. (2004), De Maura et al. (2009), Hall and Schneider (1972), Van

Knippenberg and Sleebos (2006), Beyth-Marom et al. (2006), Van Knippenberg and Van Schie (2000), Riketta (2005), Amiot et al. (2006), Efraty et al. (1991), Loi et al., 2014, Ming et al. (2014), Feater and Rauter (2004), Başar (2011), Oktuğ, (2013), Özel (2014) and Tüzün (2009). In other words the more employees identify themselves and feel “one” with the organization the more they satisfy with their jobs. As a result of social identity approach employees tend to categorize and identify themselves with their social groups, such as their organizations. Our finding confirms this approach, because significant causal relationship between organizational identification and job satisfaction explains the role of identification in terms of job satisfaction. In other words employees, who identify themselves with the organization, can stand up to many difficulties and form strong ties between themselves and the organization, whereby they may ignore the factors which lead to job dissatisfaction.

However when interaction term (ORI X PROP) is entered into the analysis, effect size of organizational identification on job satisfaction decreased considerably. Significant decline in the effect size of organizational identification on job satisfaction indicates moderation effect of perceptions of organizational politics. To the best of our knowledge this is another new finding. It means that when employees perceive organizational politics slightly they tend to identify themselves with the organization and satisfy with the job more than when they perceive organizational politics strongly, because as we argued before, in general employees perceive organizational politics as a threat to their well-being. In other words political behaviors and attitudes may harm positive working atmosphere and employees’ motivation. That is, even if employees believe in organizational values, feel “one” with the organization and perceive managerial practices as fair and moral, existence of political behaviors or attitudes may cause discontent among employees. Actually politics in workplace may derive from people’s endless desires which are waiting to be satisfied. In this regard engaging in political behaviors or attitudes may be comprehended as an easy way of fulfilling those desires. Therefore what is important in finding the moderation effect of perceptions of organizational politics is to understand its consequences. Likewise we uncovered how perceptions of politics decreased positive effect of organizational identification on job satisfaction. Maybe politics in workplace can not be eliminated, but it can be controlled. Creating and sustaining positive and ethical working climate, whereby organizational identification may strengthen, might pay dividends in controlling politics in workplace, because organizational politics may negatively predict other variables too, such as organizational psychological capital, organizational trust, organizational justice perceptions, organizational citizenship behaviors, voice behavior or employee loyalty. Therefore we believe that finding of perceptions of organizational politics’ moderation effect may inspire researchers for conducting new researches.

A. Theoretical Implications

To the best of our knowledge moderating role of perceptions of organizational politics in organizational identification's effect on job satisfaction is uncovered for the first time. This new finding may give birth to other new studies in the future. Organizational theories may be improved and new research models may be developed. For example role of politics in group dynamics or in social identity approach may be questioned further. Besides, arguments made in this research can be tested on different samples and in different cultures. In this way findings of those studies can be compared with ours. Furthermore moderating or mediating effect of perceptions of organizational politics may be studied with different variables. For example moderating effect of perceptions of organizational politics on organizational identification's effects on organizational citizenship behaviors may be studied in the future. In this way new research models can be developed.

B. Practical Implications

Managers should pay attention to our findings, because they reveal important consequences of perceptions of organizational politics. According to findings perceptions of organizational politics lessen positive predictive effect of organizational identification on job satisfaction. As we mentioned earlier, organizational identification is a predictor of job satisfaction and organizational politics is only a factor which moderates organizational identification's effect on job satisfaction. Most likely there are other such organizational factors too. In this regard we believe that control of organizational politics may encourage employees to identify themselves with the organization. Therefore if managers take some precautions against politics in workplace, it may pay dividends in terms of organizational identification. For example managers may disfavor employees who engage in politics. By this means managers encourage employees to work sincerely and avoid politics. Moreover if managers strive to form a favorable working climate, they may eliminate negative effects of politics to some extent, because findings indicate that the more employees identify themselves with their organizations the more they satisfy with their jobs. If employees work honestly and in harmony with other colleagues, avoid politics and are rewarded by managers fairly, their ties with the organization would get stronger. Thereby employees would feel "one" with the organization. Moreover employees, who identify themselves with the organization, can ease a good many of difficulties, because they can confront many challenges, such as economic crises, low wages or lack of resources.

C. Limitations

Despite its contributions, our research has some limitations. First, only questionnaires were used as a means of data collection. However we could have used other data collection techniques as well, such as interviews or observations. Thereby participants may have expressed their opinions more comprehensively. Second, research data were collected only from one sample. If we had collected data from another sample too, we could have compared results of each data

analyses. In this way we could have generalized our findings and increased their validity. Yet lack of time and fund forced us to study only on one sample.

VII. CONCLUSION

The aim of this research was to find out potential predictive effect of organizational identification on job satisfaction along with moderation effect of perceptions of organizational politics in this process. According to findings both organizational identification and perceptions of organizational politics are significant predictors of job satisfaction. However while organizational identification predicts job satisfaction positively, perceptions of organizational politics predicts negatively. Besides we found that perceptions of organizational politics moderate organizational identification's effect on job satisfaction by lessening its effect size. In other words employees tend to identify themselves with the organization and satisfy with their jobs when they perceive politics in workplace slightly more than when they perceive politics in workplace strongly.

As distinct from other studies, to the best of our knowledge moderating effect of perceptions of organizational politics on organizational identification's predictive effect on job satisfaction was uncovered for the first time. The value of this research derives from its new findings and contributions to the field of management as well as its theoretical and practical implications for the future researches. As we stated earlier if employees engage in politics in workplace permanently, in the course of time others, who don't engage in such tactics, perceive it as a threat to their well-being. In this case employees may lose their belief in fairness of managerial practices. In this regard we believe that uncovered consequences of perceptions of organizational politics may constitute a gap in the field of management. Thus findings of this study may have filled this gap to some extent and shed more light for the future studies by attracting attention on the moderating role of perceptions of organizational politics.

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