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The effect of perceived organizational politics on responses to job dissatisfaction: The moderating roles of self-efficacy and political skill

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Abstract

A high level of perceived organizational politics can lead to adverse consequences for the organization. This article examines the impact of perceived organizational politics on responses to job dissatisfaction by considering the moderating role of self-efficacy and political skill using data from a sample of 202 health sector staff in Iraq. The results show that self-efficacy and political skill are moderators in the relationship between perceived organizational politics and staff responses to job dissatisfaction. Using measures based on four responses to job dissatisfaction–voice, loyalty, neglect, and exit–the study found that there was a moderative role for self-efficacy related to the dimensions of silence and loyalty, and a moderative role for political skill related to the dimensions of silence, voice, and loyalty. There was no moderating role for the exit dimension. The article concludes with several suggestions for how to deal with the adverse consequences of high levels of perceived organizational politics.

KEYWORDS
health sector, job dissatisfaction, perceived organizational politics, political skill, self-efficacy

1 | INTRODUCTION

In recent years, there has been increasing interest in human resource management in organizational politics, particularly regarding personal and social issues (Abdullah et al., 2021; Rodríguez-Sánchez et al., 2020). High political aspects that affect public organizations in one way or another characterize the social environment surrounding organizations in developing countries (Dappa et al., 2019). Those who work in government hospitals in Iraq, for example, suffer from many pressures in the workplace and from the external environment. Politics in any social interaction is inevitable, but an acceptable level does not affect cogni-

tive processes (AL-Abrrow et al., 2021; Rodríguez-Sánchez et al., 2019).

A high level of perceived politics in organizations can lead to adverse consequences for the organization (O'Driscoll & Randall, 1999). A high level of perceived politics will negatively influence employee satisfaction (Fast et al., 2014). Therefore, there is a need to investigate perceived organizational politics and their impact on job dissatisfaction as politics has a role in commitment to work and worker satisfaction (O'Driscoll & Randall, 1999; Alnoor, 2020).

A high level of perceived organizational politics can lead to adverse reactions by employees (Abaker et al., 2019).

The health sector in Iraq is one of the most critical service sectors in the country; however, it does not give sufficient attention to how decisions are made and the control of organizational procedures. Employees can view organizational politics negatively or positively based on their expectations (Cherniss, 1993). Most healthcare organizations in Iraq adopt strict policies that do not permit freedom of speech or the ability to brainstorm (Hochwarter et al., 2020) and these strict policies can lead to negative responses and job dissatisfaction (Alnoor et al., 2020; Bowen & Blackmon, 2003).

Employees' awareness of their self-efficacy may reduce their vulnerability to changes, because of the strength of self-efficiency that controls business results (Friedman & Kass, 2002). Therefore, self-efficacy has been used as a palliative variable to moderate the relationship between perceived organizational politics and job dissatisfaction (Heger & Hoffmann, 2021). The literature review that follows addresses these variables in the service sector because of the sector's importance in all countries. However, further studies in other sectors within different variables are needed. This analysis aims to determine the significance of political ability and self-efficacy of the relationship between organizational politics and work dissatisfaction. It considers self-efficacy and political ability as moderating variables to increase work commitment positively. The main contribution of this work compared to previous studies is that it examines the impact of perceived organizational politics on responses to job dissatisfaction, by considering the moderating role of self-efficacy and political skill in the health sector.

There are differences in employees' personalities and their ability to deal with organizational politics in the work environment (Naser & Al Shobaki, 2017; Robb, 2011). Political behavior results from that ability of an individual to obtain what they want in different situations. Ultimately, it will produce a high level of satisfaction with the organization (Wu et al., 2012). Studies have found that political skill has a positive impact on employees, especially in supporting their voices at work (Hung et al., 2012). Therefore, using it as a moderating variable will increase positive results. To this end, the theoretical motivation for conducting this study was identifying perceptions, personality traits, and capabilities that interact to modify the negative impact of the inevitable negative phenomena in the organization. Managers must focus on developing employees with high technical skills and social qualifications in a complex work environment (e.g., Alnoor et al., 2020; Heger & Hoffmann, 2021; Naser & Al Shobaki, 2017).

Previous studies indicated that perceived organizational politics has a negative impact on job satisfaction (Hassan et al., 2017; Miller et al., 2008). Hence, the individual perception of the organizational politics has a negative nature and affects their job satisfaction. This investigation is novel as it addresses the negative impact of the perceived organizational politics on job satisfaction, through adopted political skill and self-efficacy to increase job satisfaction. In summary, organizations in minor industrialized nations, such as Iraq, are preoccupied with organizational behavior problems because of the disruptive behavior of organizations and personnel. In this context, pessimistic managers adversely contribute to the achievement of goals, innovation, and ingenuity. To this end, this study aims to answer, "Is the relationship between perceived organizational politics and job dissatisfaction stronger when levels of self-efficacy and political skill are high?"

2 | THEORY AND HYPOTHESES

The study model is developed according to many theories that are concerned with perception and behavior. The relationship between perceived organizational politics and responses to job dissatisfaction has been assumed based on two theories. First, the theory of social exchange (Blau, 1964), which includes the employees' evaluation of their contributions, interactions, and expectations. Second, the psychological contract theory (Rousseau, 1989), which describes the relationship between managers and employees. These theories are related to mutual expectations of inputs and outcomes. At the same time, the moderative role of political behavior and self-efficacy was assumed based on the conservation of resources theory. This theory describes the effort that drives humans to preserve their current resources and seek new resources (Hobfoll, 1989).

The weakness of the social exchange and psychological contract processes leads to a negative perception of the interaction with organizational procedures. Hence, this issue reflects negatively on the attitudes and behaviors of workers (Karatepe, 2013; Miller et al., 2008; Saleem, 2015). Hirschman (1970) contributed to determining the behavior of organizational dissatisfaction expressed in four responses—voice, loyalty, neglect, and exit (Hirschman, 1970). Job dissatisfaction has different results on individuals, which may decrease their loyalty (Al-Abrrow et al., 2019c). Staff must make decisions about the sharing and withholding of ideas based on fear of punishment and avoiding conveying harmful and undesirable ideas (Morrison & Milliken, 2003). Thus, exit can be defined as a voluntary termination of an employee's relationship. At the same time, the voice behavior represents the option of change, rather than escape or loyalty (Withey & Cooper, 1989).

2.1 | Perceived organizational politics and responses to job dissatisfaction

Perceived organizational politics refers to activities taken within an organization to achieve desired personal outcomes. An analysis of the literature showed that most studies considered a pessimistic approach and focused on semi-legal behavior (Meisler & Vigoda-Gadot, 2014). Moreover, organizational politics has attracted the attention of scientists to develop many concepts (Katrinli et al., 2010). Therefore, politics in an organization represent machinations of personal interests that fit well with the concept of the social market. They describe how to conduct personal transactions (Dunlop, 2015).

According to Mintzberg (1983), organizational politics are unstable individual and collective behaviors are not usually subject to punishment by official authorities. However, this behavior can result in conflicts between individuals and groups within the organization's formal structure. Thus, the perceived organizational politics is not compatible with the results of the social exchange theory. This theory depends on exchange between the leader and the member in return for support and loyalty, and organizational citizenship behavior. However, the perception of organizational politics depends on individuals' awareness of the politics and their reactions (Cooper & Thomas, 2018; Park et al., 2020).

Organizational politics should not be understood as a concept that is only harmful and can undermine the organization's ability to operate. Managers must make decisions and implement new methods to mitigate the adverse effects of politics in the organization (Schneider et al., 2016). Perceptions of organizational politics can negatively impact job-related outcomes when employees believe that their work environment does not support them (Nejad et al., 2011). Therefore, the political climate perceived by the members may cause a significant difference in responses according to employee perceptions (Schneider et al., 2016). Perceived organizational politics can be defined as self-perception that does not necessarily have to be objective. These political aspects are policies and interpretations of personal motivations that are treated as factors of change in the personality or interests of individuals and groups (Alhamdi et al., 2019; Sharafi & Seyedameri, 2019). The negative perception can reduce resources, actions, effective organizational change, empowerment, performance, and trust among managers and employees (Zhang et al., 2019).

Studies indicate a negative relationship between perceived organizational politics and job satisfaction (Miller et al., 2008). A higher level of perceived organizational politics leads to a lower level of job satisfaction. Organizational politics affect employee silence and loyalty (Alnoor, 2020). In addition, it affects the attitudes of individuals towards their organizations and colleagues, which is reflected in job satisfaction (Aziri, 2011; Robb, 2011). Furthermore, organizational politics may lead to the deterioration of relations between managers and employees by decreasing loyalty and increasing interest in withdrawal (Bender & Sloane, 1998).

High job satisfaction encourages employees to speak up and be loyal to the organization. However, fallouts encourage neglect, negative opinions, and decrease the quality of decision-making, increasing withdrawal when staff negatively perceive organizational politics and undesirable dealing by managers. As a result, they feel maltreated and will respond negatively to suffering (Boroff & Lewin, 1997; Al-Abrrow et al., 2019a). The negative relationship between perceived organizational politics and job satisfaction is verified (e.g., Hassan et al., 2017; AL-Abrrow et al., 2018). Using Hirschman's (1970) terms, perceived organizational politics has a negative effect on voice (Bergeron & Thompson, 2020) and loyalty (AL-Abrrow et al., 2021; Ishaq & Khalid, 2014), and a positive effect on silence (AL-Abrrow, 2018), and exit (Abbas et al., 2021). Hence, we can assume the following hypothesis:

H1: Perceived organizational politics is positively related to job dissatisfaction (silence and exit) and negatively related to responses to job dissatisfaction (voice and loyalty).

2.2 | Moderator role of self-efficacy and political skill

A strong sense of self-efficacy encourages the achievement of personal goals. People with high certainty can deal with challenging tasks and critical challenges. Self-efficacy makes people design challenging goals, stick to them, and be more prepared to face failure and regain their motivation after each situation (Bandura, 2010). In addition, self-efficacy helps address various phenomena such as changes in behavior, level of reactions, despair, and failure (Bandura, 1982). In this context, self-efficacy defined as the perceived capabilities of individuals to raise performance and achieve goals (Cherniss, 1993; Pajares, 1996).

A review of the literature indicates there is a relationship between self-efficacy and job dissatisfaction based on political perception. Therefore, the negative organizational politics perceived by an individual leads to less self-efficacy and decreases organizational attractiveness for encouraging the appropriate inputs (Fast et al., 2014; Jabbar et al., 2020). Employees who have high self-efficacy

increase their motivation, job satisfaction, and professional commitment (Zhang & Schwarzer, 1995). Employee ability and self-efficacy leads to performing the required tasks and organizing interactions to become more integrated for the political functions and social operations (Friedman & Kass, 2002). The voice of employees is positively associated with self-efficacy. When an employee realizes that they can affect organizational change, they will have a voice and power to exchange ideas with others (Yu et al., 2015). Additionally, increased self-efficacy reduces the likelihood of exit from the organization (AL-Abrrow et al., 2019a).

The successful harmony of employees requires many skills and abilities designed to fit the work, and one of these is political skill (Moss & Barbuto, 2010; Theakston, 2011; Al-Abrrow et al., 2019b). Political skill refers to the degree of understanding and ability to modify personal behavior to meet the needs and requirements of the surrounding work environment (Liu et al., 2007). In addition, it involves the understanding of others to enhance personal, and achieve organizational goals (Ferris et al., 2007). Political skill has attracted the attention of scientists for many decades and has been defined as the competencies needed to conduct politics successfully in the workplace (Ferris et al., 2005). Studies have found that political skill impacts performance and has a positive impact on the voice of employees (Hung et al., 2012).

Political skill reflects a sense of personal security and high confidence, attracting others and giving them a sense of comfort (Koveshnikov & Wechtler, 2017). Employees' political skill provides a flexible style, social acumen, honesty, and ingenuity to establish strong ties with others, which generates self-efficiency and improves their perceptions of politics (Kane-Frieder et al., 2014). Thus, political skill can improve the organization's perceived political climate by demonstrating that politically skilled people can achieve their goals and stimulate their commitment to work (Abdullah et al., 2021; Ferris et al., 2005). Therefore, the following hypotheses can be devised:

H2: The higher the level of self-efficacy, the lower the positive impact of perceived organizational politics on responses to job dissatisfaction (silence and exit), and the greater the negative impact on responses to job dissatisfaction (voice and loyalty).

H3: The higher the level of political skill, the lower the positive impact of perceived organizational politics on responses to job dissatisfaction (silence and exit), and the greater the negative impact on responses to job dissatisfaction (voice and loyalty).
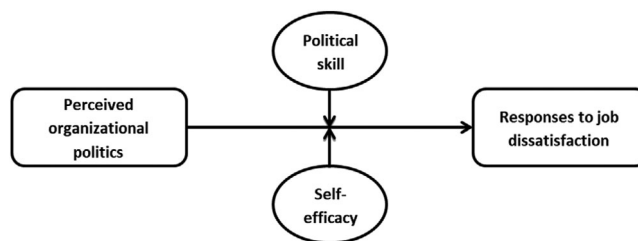
Exhibit 1 shows the conceptual model used in the study.

EXHIBIT 1 Conceptual model

3 | METHOD

This section discusses the methodology, which is based on Lux et al. (2019). It contains two subsections, the first describes respondents and procedure and the second explains the measurement techniques used in the study.

3.1 | Respondents and procedure

In recent years, the challenges faced by health workers in developing countries, especially in Asia and Africa, has increased. In addition, the health care sector is one of the vital sectors because its work is related to human life and health. Moreover, the investigation in the determinants of response to job dissatisfaction in the health sector in Iraq is critical during the COVID-19 pandemic. To this end, this study was conducted in the health services sector with a group of hospitals in southern Iraq. We identified 1000 employees linked to health jobs in hospitals representing the study population for the research. Two-hundred and fifty questionnaires were sent, and 202 returned completed and with accurate answers. The questionnaire was translated and distributed to check understanding with a sample of the respondents from the intended sample of the research. A validity test of the questionnaire was also conducted. The questionnaire consisted of 70 items covering the four variables and their dimensions and used a five-point Likert scale.

The problem of bias is a normal part of research, especially when questions are self-reported. Therefore, preventive measures were taken to eliminate bias, such as guaranteeing the confidentiality of information for respondents, formulating some inverse items (back-translation) questions, and separating the sources of information on the independent and dependent variables. In addition, all indicators were converted into single-indicator constructs, resulting in all significant constructs and the common method factor being classified as second-order variables (Podsakoff et al., 2003). The final sample consisted of 55 physicians and 147 nurses, representing 44% of males and 54% of females. Those with a diploma represented the

majority at a rate of 65%; the percentage of those who obtained a bachelor's degree was 15%, while the percentage of those who also held Masters or Doctorates were 20%. The age group between 35 and 45 was the most significant percentage, 67%.

3.2 | Measures

This section describes the scales adopted in this study. This study used a questionnaire to gather data, and the questionnaire was the primary source of data collection. The following explanation discusses the measurement of this study.

- Perceived organizational politics

A 20-item scale, developed by Nye and Witt (1993) was used, which was divided into three dimensions—"General Political Behavior": six items (e.g., "There is no place for yes-men around here; good ideas are desired even if it means disagreeing with superiors."); 'Go Along to Get Ahead': seven items (e.g., "Sometimes it is easier to remain quiet than to fight the system."); and "Pay and Promotion Policies": seven items (e.g., "I can't remember when a person received a pay increase or promotion that was inconsistent with the published policies."). The reliability and validity of the scale were verified (Nye & Witt, 1993). The scale has an estimated reliability of $\alpha = 0.93$.

- Self-efficacy

A one-dimensional scale developed by Bandura (2010) was used. It consists of 12 items (e.g., "I Keep up with my morale if I'm experiencing difficulties."), It has an estimated reliability of $\alpha = 0.85$.

- Political skill

A 18-item scale, developed by Ferris et al. (2005) was used, which was divided into four dimensions–'Networking Ability': four items (e.g., "I'm good at building relationships with influential people at work."); "Interpersonal Influence": four items (e.g., "I don't have the skills to influence my co-workers or others."); 'Social Astuteness': four items (e.g., "I'm trying to show a genuine interest in other people."); and "Apparent Sincerity" four items (e.g., "It is important that people believe I am sincere in what I say and do.").

- Responses to job dissatisfaction

A 20-item scale, developed by Farrell (1983) was used, which was divided into four dimensions–"Voice": five

EXHIBIT 2 Assessing the fit of the models

Model	χ^2/df	NFI	IFI	CFI	SRMR	RMSEA
M1	4.43	0.40	0.53	0.70	0.34	0.33
M2	2.98	0.70	0.89	0.88	0.10	0.11
M3	1.60	0.91	0.91	0.90	0.08	0.05

items (e.g. "I'm talking to the manager to try to improve things."); "Loyalty": five items (e.g., "I'm performing the task silently and allow the manager to make decisions."); 'Neglect': five items (e.g., "Employees becoming less interested in working and making more mistakes."); and "Exit": five items (e.g., "I am thinking of leaving the organization and looking for another job."). This measurement was tested in a similar service sector and obtained a value of $\alpha = 0.86$.

4 | DATA ANALYSIS

4.1 | Confirmatory factor analysis

AMOS software was used to test model compatibility and assess the ability of the factor model to express the primary data set, compare several models of factors, and test the validity of a composition. It was found that the elements were saturated with specific items according to the indicators of conformity shown.

Acceptable matching index

- The ratio between χ^2 (Chi-square) and df (degree of freedom) = χ^2/df (1–3).
- Root mean square error of approximation = (RMSEA) 0.05–0.08.
- Square residual (SRMR), both must be less than 0.08.
- Normed Fit Index (NFI) = Greater than 0.90.
- Comparative Fit Index (CFI) = Greater than 0.95.
- Incremental fit indices (IFI) = Greater than 0.90.

To begin, we tested the single factor model (M1, Exhibit 2) with all variables as one latent factor, and the following result was reached: χ^2/df = 4.43; CFI = 0.70; IFI = 0.53; NFI = 0.40; RMSEA = 0,33 SRMR = 0.34. Then, we tested the two-factor model (M2, Exhibit 2). Responses to job dissatisfaction were considered the first latent factor, and other factors were designated to the second latent factor. The results were as follows: χ^2/df = 2.98; CFI = 0.88; IFI = 0.89; NFI = 0.70; RMSEA = 0.11 SRMR = 0.10.

Finally, the three-factor model (M3, Exhibit 2) was tested, where responses to job dissatisfaction were again considered the first latent factor and perceived organizational politics as a second latent factor. The third latent factor included self-efficacy and political skill because these factors were the most distinguished from other variables

EXHIBIT 3 Descriptive statistics

	Variables	Mean	SD	1	2	3	4
1	Perceived organizational politics	3.68	0.97	(0.746)			
2	Self-efficacy	3.00	1.01	0.458**	(0.765)		
3	Political skill	3.30	0.81	0.460**	0.438**	(0.771)	
4	Responses to job dissatisfaction	3.41	0.75	0.323**	0.402**	0.460**	(0.824)

Notes: $N = 202$; Alpha reliabilities appear in parentheses.
**$p < .01$.

and the most used as moderating variables in previous literature. The results of this model indicated: $\chi^2/df = 1.60$; CFI = 0.90; IFI = 0.91; NFI = 0.91; RMSEA = 0.05; SRMR = 0.08.

Based on the results shown in Exhibit 2, model 3 (M3) has discriminative validity. Besides, M3 is the best model compared to models 1 and 2. In addition, the results showed that most of the relationships between the indicator and underlying variables were statistically significant variables.

4.2 | Descriptive statistics

Descriptive statistics are concerned with describing the response of the sample to the variables of the study according to the indicators of the arithmetic mean (mean), which shows the level of response of the sample opinions towards the variable, and the standard deviation, which indicates the extent of dispersion or deviation of responses for each variable from its arithmetic mean. The Pearson correlation coefficient was relied upon to test the correlation between the variables, the results of which are preliminary indications about the nature and strength of the relationships between the variables. The correlation coefficient value must be between (+1) and (-1). Another analysis technique (Cronbach's Alpha) was used to confirm the reliability of the measurement tool; the results of this test should be higher than (0.70) (Blunt, 2011). Exhibit 3 shows the results for the descriptive statistics

Exhibit 3 shows that the mean of the four variables was at an average level. The standard deviations were statistically acceptable values, indicating that the data was not widely dispersed. As for correlation, all correlation values between the variables were positive and significant at 0.01, which provided initial support for the hypothesis testing. According to Exhibit 3, the Cronbach's Alpha for all variables indicates they were higher than 0.70. Therefore, we again conclude that reliability and internal consistency will not be a significant concern.

A position in which one or more exogenous latent constructs become highly associated is referred to as multicollinearity. Therefore, to assure that the independent

EXHIBIT 4 Collinearity statistics

	Tolerance	VIF
Perceived organizational politics	0.588	2.214
Self-efficacy	0.725	2.012
Political skill	0.630	1.982

variables remain free from multicollinearity, the data were tested for tolerance and variance inflation (VIF). Exhibit 4 demonstrates that all variance inflation factors are less than 0.10 (Fadhil et al., 2021), and all tolerances are more than 0.10. As a result, the possibility of multicollinearity has been ruled out.

4.3 | Testing hypotheses

According to the hypotheses, path analysis with AMOS was used to test the effect (direct and moderating) between the variables. This was used to illustrate the impact between the variables in superficial relationships, as shown in Exhibit 5.

Exhibit 5 shows that the first hypothesis (H1) represents the direct impact of the independent variable (perceived organizational politics) on the dependent variable (responses to job dissatisfaction) was accepted (H1, $p < .01$), which indicates a direct impact relationship.

The hypotheses H2 and H3 tested the relationship of the moderative effect of the variables (self-efficacy and political skill) with the independent variable perceived organizational politics. The result indicated the relationship between perceived organizational politics and job dissatisfaction would be more substantial when self-efficacy and political skill is high (H2, H3, $p < .01$).

We conclude from the results in Exhibit 5 the three main hypotheses were accepted (H1, H2, H3), indicating a positive relationship between perceived organizational politics and responses to dissatisfaction, with a moderator role for political behavior and self-efficacy in minimizing the positive relationship. As for the sub-hypotheses, the relationship of perceived organizational politics to voice has not been verified. Furthermore, the moderating effect of perceived organizational politics and self-efficacy on exit

EXHIBIT 5 Testing the hypotheses

Path	Estimate	S.E.	C.R	p	Label
POP → RTJD	0.373	0.160	2.610	.008	Supported
POP → Silence	0.154	0.054	2.752	.006	Supported
POP → Exit	0.112	0.042	2.521	.011	Supported
POP → Voice	−0.091	0.062	−1.452	.088	Unsupported
POP → Loyalty	−0.164	0.039	−3.112	.001	Supported
Moderator effect by self-efficacy and political skill					
SE → RTJD	−0.144	0.070	−2.231	***	
PS → RTJD	−0.250	0.072	−3.561	***	
POP*SE → RTJD	0.070	0.033	2.400	.006	Supported
POP*PS → RTJD	0.063	0.023	2.710	.007	Supported
POP*SE → Silence	0.099	0.032	3.052	.003	Supported
POP*SE → Exit	0.008	0.033	0.244	.211	Unsupported
POP*SE → Voice	−0.078	0.044	−1.541	.079	Unsupported
POP*SE → Loyalty	−0.195	0.041	−3.875	***	Supported
POP*PS → Silence	−0.112	0.034	−2.821	.001	Supported
POP*PS → Exit	−0.018	0.038	−.862	.321	Unsupported
POP*PS → Voice	−0.121	0.045	−1.998	.045	Supported
POP*PS → Loyalty	−0.201	0.040	4.012	***	Supported

Abbreviations: POP, perceived organizational politics; RTJD, responses to job dissatisfaction; SE, self-efficacy; PS, political skill.
***$p < .001$.

and voice has not been confirmed. However, the moderating impact of perceived organizational politics and political skill on exit has been achieved in this context.

5 | DISCUSSION

The main idea of this study was to identify employee perceptions of prevailing organizational politics in their organizations and their effect on job satisfaction. The study makes two main contributions.

Firstly, we discover the effect of perceived organizational politics on job dissatisfaction. Organizational politics are often inflexible, which causes employees to expect the worst, which may negatively impact their satisfaction. Moreover, the health sector, the context of our study, has different reactions to perceived organizational politics. Some staff will express job dissatisfaction, while others of the team tend to remain loyal and silent for fear of provoking problems in the work environment. However, the reaction is more dangerous when the staff decide to withdraw or neglect. Hence, the team will choose to withdrawal when they perceived unfair organizational politics.

Secondly, this study answers the question: Does the relationship between perceived organizational politics and job dissatisfaction become stronger when self-efficacy and political skill are high. In other words, it proposes solu-

tions to reduce the negative effect in this relationship by focusing on self-efficacy and political skill as moderating factors to helps employees modify their behavior. In these contexts, the health sector is one of the essential sectors because it provides critical services. Therefore, the negative perceived organizational politics may affect employee job satisfaction, which may influence their decision to exit and neglect the organization. The results of this study are in line with other studies (e.g., Alnoor, 2020; Miller et al., 2008).

Organizational politics refers to feelings of unfairness in interactions, procedures, and exchanges, which in turn leads to negative and destructive effects in the future. The present study attempts to understand how some employees deal with work environments with high organizational politics. Organizational politics is the problem of all countries and developing countries (AL-Abrrow, 2018; Bergeron & Thompson, 2020). The main reason for neglecting the organization because the staff feel that their ideas will be rejected by senior management. In addition, physical pressures such as stress, workload, job alienation, and dehumanization increase withdrawal. However, there are positive aspects that will achieve a lot if highlighted and refined, such as employees' self-efficacy.

This study showed that poor perception of organizational politics leads to results contrary to the organization's objectives. Therefore, when the employee has positively perceived organizational politics, self-efficacy will be

increased. Self-efficacy reduces the adverse responses to job dissatisfaction because the employees with high self-efficacy address misbehavior and failure. Furthermore, it enhances the sense of strength and ability to understand the requirements, which improves their organizational image and increases their motivation (O'Leary, 1985; Zhang & Schwarzer 1995).

There is a positive impact of political skill on the relationship between perceived organizational politics and response to job dissatisfaction. Additionally, employees will gain confidence and support their organizational voice and show more integrity and honesty (Alnoor, 2020), which increases job satisfaction and eases the negative reactions to organizational politics. This study's findings indicate that high self-efficacy will not easily succumb to the pressures of perceived organizational politics at work. It is perhaps a mechanism used mostly for those who do not have high self-efficacy for political behavior. Some tend to use political skills to voice objections to unfair measures to deal with different situations. Consequently, organizational politics receives different perceptions (Crawford et al., 2019; Ejaz et al., 2017; Zahid et al., 2019).

In conclusion, employee perceptions of organizational politics directly impact job dissatisfaction and lead to four responses (voice, loyalty, neglect, exit). The relationship between perceived organizational politics and job dissatisfaction will be stronger when self-efficacy and political skill is high.

5.1 | Implications for practice

The study has generated several practical implications for managers, especially in health care organizations.

First, when managers deal with their organization's problems regarding job dissatisfaction, they must consider the influence of political behavior in dealing with employees' issues. The negative side of political behavior will decrease voice and loyalty, which leads to job dissatisfaction. Consequently, this makes employees believe that everything is against them and pushes them to pursue avenues that serve their self-interest regardless of the interests of others, including the organization.

Second, despite the importance of understating political behavior, understanding how managers can understand the employees' behavior and perception is also essential, and endeavoring to use emotional and social intelligence to interpret this behavior and perceptions. Hence, the managers can positively influence the employees in many ways such as decision making, give the employees freedom the discuss problem with their managers. Therefore, managers must open channels of communication with their employees, whether this communication occurs periodically, or as needed, since these channels will benefit the organization.

The study also showed that the employees in this study did not lack self-efficacy. The negative reactions may be leading to neglect, exit, and decrease the incentive and loyalty. Hence, in practical terms, there is a need to create a stable and fair work environment where employees can take responsibility for their understanding of organizational politics and integrate their skills and competence to overcome all aspects that hinder their work. The practitioners should focus on self-efficacy and political skills because they are flexible traits that can be raised by modifying the procedures and organizational rules. Empowering workers can increase their capabilities and self-efficacy by making them satisfied with their jobs. In this context, maybe organizational participants already understand that there are "good" and "bad" politics.

Finally, consistent with theory and several previous studies, we found that perceptions of organizational politics were negatively related to job satisfaction. Therefore, to reduce the negative scene and to maintain human resources efficiently, managers can focus on alleviating this negative phenomenon by developing an organizational climate that prevents the emergence of practices of that phenomenon. Hence, managers should understand the mechanisms of changing workers' perceptions of politics in the workplace. Managers must consider employee involvement in the decision-making process and measure their reactions and acceptance of decisions and actions because it increases their commitment and job security. Furthermore, the organization is an integrated social system in which each party does not work in isolation from the other. Therefore, the responsibility for staying or leaving falls on both parties. The director can increase the interest of employees by modifying the incentives system in the organization and involving the staff of the organization. Directors should be fair in their decisions as well. This procedure will improve the awareness of the perceived organizational politics.

5.2 | Limitations and future research directions

In terms of future study objectives, next studies may employ a longitudinal method to investigate the influence of time. Other relevant elements (e.g., situational, psychological, environmental, etc.) may also be incorporated to improve the overall prediction strength of the study model. In addition, this study can be generalized to the services sector only, and future studies may also include other theories and variables such as organizational imagination, job satisfaction. Furthermore, because the scope of this

study was limited to Asian countries, further research may be done in other geographical regions to investigate the impacts of cultural variations. Methodologically, future studies may examine the linear and non-linear relationship by adopting the hybrid structural equation model-artificial neural network approach. Finally, since we have only discussed the moderating effects of self-efficacy and political skill, future studies may investigate the moderating effects of other variables associated with the health sector.

6 | CONCLUSION

The findings of this study showed that perceived organizational politics directly impacts job dissatisfaction. However, the relationship between perceived organizational politics and job dissatisfaction will be stronger when self-efficacy and political skill is high. Hence, the study results indicate that job dissatisfaction occurs because employees view the organizational politics negatively, and adverse reactions arise. Therefore, employees must use their behavioral and organizational procedures based on their political skills and self-efficacy to continue their work and do their jobs well. Additionally, employees can improve their awareness of the politics in the organization by knowing their responsibility for gaining competence, political skill, and honing abilities to understand the organization's procedures.

CONFLICT OF INTERESTS
All the authors of this paper declare existence of no mutual conflict of interests.

AUTHOR CONTRIBUTIONS
Nadia A. Atshan: writing - review and editing (equal). Hadi Al-Abrrow: Methodology (lead); writing - review and editing (lead). Hasan Oudah Abdullah: formal analysis (lead); writing - review and editing (equal); Conceptualization (supporting); Writing - original draft (supporting). Khaw Khai Wah: Conceptualization (lead); writing - original draft (equal); formal analysis (lead); writing - review and editing (equal). Alhamzah Alnoor: Software (lead); writing - review and editing (lead); formal analysis (lead); Methodology (lead). Sammar Abbas: Conceptualization (lead); writing - original draft (equal); writing - review and editing (equal).

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