

जर्नल ऑफ एकेडमिक एडवांसमेंट

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## EDITORIAL

We feel honoured and privileged to present the Bi-Annual Peer Reviewed Refereed Journal, ISSN (Online): 2583-5203, Volume 4, No. 02, December, 2025 among our esteemed readers and academic fraternity.

This Journal is the outcome of the contributions of insightful research-oriented papers/articles by various eminent academicians, and research scholars in a highly organized and lucid manner with a clear and detailed analysis related to the emerging areas in the fields of Social Sciences and Allied Areas.

The views expressed in the research-oriented papers/articles solely belong to the paper contributor(s). Neither the Publisher nor the Editor(s) in any way can be held responsible for any comments, views and opinions expressed by **paper contributors**. While editing, we put in a reasonable effort to ensure that no infringement of any intellectual property right is tolerated.

We also express our sincere thanks and gratitude to all the contributors to research papers/articles who have taken pain in preparing manuscripts, incorporating reviewer(s) valuable suggestions and cooperating with us in every possible way.

We also express our heartfelt gratitude to all the esteemed members of the Editorial Board, Esteemed Reviewer(s) who despite their busy schedules have given their valuable time, suggestions and comments to enrich the quality of the contributory research paper(s) in bringing to light this June issue.

Last, but not least, we revere the patronage and moral support extended by our parents and family members whose constant encouragement and cooperation made it possible for us to complete on time.

We would highly appreciate and look forward to your valuable suggestions, comments and feedback at [editorbr2022@gmail.com](mailto:editorbr2022@gmail.com)

December, 2025  
West Bengal, India

**PEMA LAMA**  
Editor-in-Chief

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## RESEARCH ARTICLE

# Decoding Perception of Organisational Politics: Role of Relationship Conflict, Role Ambiguity and Need for Power

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**Index Terms:** POP | Role Ambiguity | Relationship Conflict | Need for Power

## ABSTRACT

The discernment regarding the internal dynamics of the organisation is a very important factor which impacts the overall system and the working methodology of the organisation. It is prominently present in the organisation all the time and almost at all levels in the hierarchy, especially at the middle level. The current investigation centres on the impact of role ambiguity, relationship conflict and need for power on perception of organisational politics. Information for the research is collected in an online manner through Google Forms from the organisations working in banking domains in Noida. A reliability test is used for this purpose. The association between the independent factors and the dependent factors is known through correlation and the regression test. This study suggests that there is a slight impact of need for power on the POP, while there are positive implications of confusion over roles and relationship conflict on the variable perception of politics in the private banking sector in Noida.

## 1 INTRODUCTION

According to Gandz and Murray (1980), the most common topic of casual conversation among an organisation's employees is organisational politics. According to Vigoda (2007), when it comes to conflict, power, influence, dominance, cooperation, authority, etc., organisational politics exhibits a narrower perspective. Politics is most commonly perceived as a means of exercising power. The reasons are clear: people with political clout employ a range of tactics to persuade others to support their goals and interests. The state of politics is a disease occurring in organisations, as studies have long demonstrated, and it merits greater focus and empirical investigation, as observed by (Gandz & Murray, 1980; Mayes & Allen, 1977; Pfeffer, 1981, 1992).

A model based on the perception of politics inside organisations had been proposed by Ferris et al. (1989). It suggested the antecedents on three levels, which are organisational, work environment and individual. For this paper, we have taken the Ferris et al. (1989) model as a basis. This paper examines the antecedents which have been previously tested. Workforce Diversity and Role Conflict by Joshi and Roh (2009), Anderson and Kilduff (2009). Workforce Diversity, Relationship Conflict, and Need for Power was examined by Jehn and Mannix (2001). An ample amount of work has already taken place on the organisational outcomes such as performance, job satisfaction, employee turnover, etc. However, very little has been done on internal psychological factors or dynamics, for instance role ambiguity, relationship conflict, and need for power. Furthermore, limited research has been done on the

empirical evidence in the Indian banking sector context, particularly in fast-growing hubs like Noida, where organisational politics is highly reflected at middle management levels. The existing literature connects these specific factors to employees' perceptions of organisational politics (POP) within private banks.

## 2 LITERATURE REVIEW

### Perception of Organisational Politics

There are two methods through which organisational politics can be defined. One of the methods suggests that it is a kind of influence process. The opposite approach, however, contends that it is merely a social instrument that enhances the organisation's fundamental operations. (Pfeffer, 1981). "To be more precise, the term "politics" refers only to actions that are calculated to maximise either short-term or long-term self-interest". (Ferris et al., 1989). Earlier, the idea of politics was taken into consideration, which was known to be the objective approach, whereas recently, studies have been conducted on the basis of the perception of politics rather than the term politics. (Mishra et al. 2016).

Subsequent research highlighted its emotive character, with workers responding according to their opinions rather than the real political climate. (Lewin, 1936; Gandz and Murray, 1980). According to (Kacmar & Baron, 1999), any activity that prioritises one's own objectives and self-interest over the welfare of others is referred to as perception politics. Personal attributes, including personality traits, political skill, and self-monitoring, influence engagement in political behaviour (Kacmar & Carlson, 1997). Employees with a high need for power or strong political acumen tend to navigate organisational politics more effectively, using it as a strategic tool for career advancement (Mintzberg, 1985).

### Role Ambiguity

Kahn et al. supplied the theoretical underpinnings of role ambiguity in organizations (1964). Role ambiguity occurs when the employee thinks that he is not having sufficient information to execute the tasks or when the employee is doubtful of his role expectations desired by the supervisor. (Walker et al, 1975). Therefore, an

employee may face role ambiguity when he is unsure of the job expectations and the job requirements. Role ambiguity encompasses of the erroneous identification of the role or some kind of communication inaccuracy in conveying the role expectations to the employee. In the organizations, if there is continuous change in the hierarchical structure, or any other environmental change has taken up, or if there is a gap in the communication, it may lead to role ambiguity on the surface. (Kahn et al., 1964). "Additionally, depending on the specific circumstances, there must be some symmetry across the role set and the role owner. (Bible & McComas, 1963; Greene & Organ, 1973)".

### Relationship conflict

"When individuals collaborate in groups, their social interactions concentrate on both relationship and task-related concerns. (Forsyth, 1983)". Sometimes, a group is working together, they may have a very positive association with one another, and a relation of trust because of same value system, background, or social / group norms (Zander, 1993). "On the other hand, there may be a lack of harmony or optimism, which causes interpersonal problems and disagreement among the individuals in the squad. (Amason, 1996; Dreu and Vliert, 1997)". According to Jehn (1995) Relationship conflict is the term used to describe interpersonal or socioemotional conflicts that are typically accompanied by feelings of resentment and hostility. Relationship-based disputes centre on the traits of the disputing parties or their partnership. Relationship-related disputes would therefore be defined as those that centre on one partner's propensity to consistently be late, to neglect to voice their opinions, or to distance themselves from issues.

When there is a relationship conflict, the conflict participant or the relationship between them is blamed for the conflict. (Bono, et al, 2002). "The term "interpersonal incompatibilities" refers to relationship or affective conflict, which usually consists of tension, hostility, and irritation. "(Jehn, 1995, p. 258) (Guetzkow & Gyr, 1954; Pinkley, 1990; Wall & Nolan, 1986)". "According to Simon et al. 2016 Reduced effectiveness, poorer levels of decision acceptance and quality, a

decline in the desire to stay, decreased happiness, greater job greater unavailability and discomfort are just a few of the negative effects that have been connected to relationship conflict on both a group and individual level". (Amason, 1996).

### Need for Power

"The hunger for power is the emotional desire to dominate others, elevate oneself, influence others, and succeed. People who crave authority over others and have a strong thirst for power (McClelland, 1987) "The need for power is a desire for "power either to control other people for one's goals or to achieve higher goals for the greater good (McClelland, 1987)". The human motivation theory propounded by American psychologist David McClelland in 1960s suggests that individuals have the three fundamental needs, i.e. the primary motivators, for example the "need for achievement, the need for affiliation, and the need for power". Finally, people who are prone to power tend to control others or influence them; they relish the recognition and show the use of power and status over others. (McClelland, 1961, 1970, 1972, 1987, 1989).

"Fodor et al (2010) as a desire to influence, control, or impress others...to receive acclaim or at least recognition." McClelland and Burnham (1976) found that seventy per cent of the managerial sample needed power scores above average, and the most successful managers had even higher demands for power. (Ramsay et al. 2017). According to McClelland (1970) Positional/occupational power and personal power are the two categories of power that have been identified. Employees will therefore use or exploit their authority to win the competition among themselves when politics is used in the workplace. (Daud et al. 2013)

### 3 RESEARCH OBJECTIVES

To determine the impact and association between the selected independent factors, i.e., role ambiguity, relationship conflict, need for power, and perception of organisational politics in the private banking sector of Noida.

## 4 RESEARCH METHODOLOGY

### Hypothesis

**H<sub>1A</sub>:** There is a significant relation between role ambiguity and perception of politics.

**H<sub>2A</sub>:** There is a significant relation between relationship conflict and perception of politics.

**H<sub>3A</sub>:** There is a significant relation between need for power and perception of politics.

### Sample

The data was collected from the HR personnel along with the employees who are working at the operational and managerial middle level in the private banks in Noida. The respondents selected act as a bridge between the higher authorities and the clients, and are highly accountable for the actual execution. The HR executives working in the banking domain are also exposed to the workplace dynamics and the behavioural aspects of it. To define the respondents, a non-probability convenience sampling method was used. Therefore, selected employees of the banking sector make up the primary data for the study. Both primary and secondary data have been used in the study. More than 100 questionnaires were floated through Google Forms, out of which 85 questionnaires were retrieved from the respondents. Five questionnaires were incomplete and therefore not considered for the study. The secondary data has been collected from online sources, journals, etc.

### Measure

The study has taken all the standard and valid scales already existing and used by many fellow researchers. Questions have been taken from the aforementioned scales. Section A has the demographic information sought. While in section B, the role ambiguity 6-point items scale by Rizzo et al. (1970) has been used. For the construct relationship conflict, a 4-point item scale developed by Jehn (1995) was used. Kacmar and Carlson (1997) developed a 10-point scale to gauge people's perceptions of politics.

The power demand was assessed using the Manifest Needs 5 Point Questionnaire (MNQ), developed by

Steers and Braunstein in 1976. This is being done using a five-point Likert scale, which goes from strongly disagree (1) to strongly agree (5).

## 5 ANALYSIS AND FINDINGS

In the study, the distribution of data is known through the mean and standard deviation. Whereas, for testing the hypotheses, correlation and multiple regression have been used.

**Table 1**  
**DESCRIPTIVE STATISTICS**

Items	N	Minimum	Maximum	Mean	Std. Deviation
Need for Power	105	1.00	4.75	3.36	.92
Perception of Politics	105	2.00	4.80	3.40	.63
Relationship Conflict	105	1.50	5.00	3.03	.89
Role Ambiguity	105	1.83	4.50	3.22	.72

Source: Author(s) self-evaluation

**Table 2**  
**INTER-ITEM CORRELATION MATRIX**

Items	Need for Power	Perception of Politics	Relationship Conflict	Role Ambiguity	Mean	Standard Deviation
Need for Power	1.00				3.36	.92
Perception of Politics	.02	1.00			3.40	.63
Relationship Conflict	.05	.37	1.00		3.03	.89
Role Ambiguity	.03	.36	.37	1.00	3.22	.72

Source: Author(s) self-evaluation

The table signifies that the intercorrelations are positive for the variables. It demonstrates that there is a positive relationship between the variable role conflict and political perception. Additionally, there is a favourable association between role ambiguity and political perception. With a score of 0.02 with the POP,

the need for power does not, however, exhibit a highly significant link with political perception.

**Table 3**  
**DETAILS OF DEPENDENT VARIABLE WITH RELIABILITY COEFFICIENTS**

Factors	Number of Items	Cronbach's Alpha
Perception of Politics	10	.820

Source: Author(s) self-evaluation

**Table 4**  
**DETAILS OF INDEPENDENT VARIABLES WITH RELIABILITY COEFFICIENTS**

Factors	Number of Items	Cronbach's Alpha
Role Ambiguity	6	.763
Relationship Conflict	4	.846
Need for Power	5	.838

Source: Author(s) self-evaluation

Cronbach's Alpha coefficients for the given variables are  $>.70$ , which shows moderate/ acceptable to good reliability among the independent variables.

Table 5  
**REGRESSION COEFFICIENTS BETWEEN INDEPENDENT VARIABLES AND PERCEPTION OF POLITICS**

Variable	Standardised Coefficient (Beta)	Sig.
Role Ambiguity	.228	.008
Relationship Conflict	.191	.006
Need for Power	-.002	.969
R2: .192, Criterion Variable: Perception of Politics, Predictors: Role Ambiguity, Role Conflict, Need for Power		

Source: Author(s) self-evaluation

The multiple regression table shows that the impression of politics is predominantly influenced by role ambiguity and role conflict, with the beta values of .228 and .191, and the significance levels of .008 and .006, respectively. However, the variable need for power is having a negative beta value, i.e. -.002 with a p value = .969.



## 6 CONCLUSION

The study undertaken concludes that the variables' role ambiguity and relationship conflict significantly affect the perception of politics in the private banking units in Noida, which have a significance level of .008 and .006, respectively. This may reflect that employees are not clear about their job roles and responsibilities, and are affected more by strained interpersonal dynamics, which is causing the political scenario at work. Whereas, the variable need for power, having a significance level of .969, shows a very superficial impact on POP, which may mean that employees are more driven or governed by structural ambiguities outside, rather than the self-motivational drives. The data mentioned above also suggests that in the organisational setup up if the employees are ambiguous about their roles and profile or when they are facing or observing reverse demands with respect to their assigned jobs or duties, or if they are facing the coping issues because of the differences of opinion, which can impact their relationships, it will definitely lead to more stressed-out behaviour. The repercussions for the same could be getting involved in either politics or the blame game, or other types of political acts, or just having a perception of politics observed by them with their colleagues.

However, an important aspect, which is the need for power, according to the study conducted, does not exhibit a high impact on the perception of politics. Therefore, it can be derived that the role and relationships related factor are a more intense driving force than the personal aspirations for gaining and accumulating power. Future research can conduct a comparative analysis across various employee levels, i.e., executive, middle, and senior levels, to investigate the association between the given psychological aspects and population. Also, a longitudinal study can be conducted, which can exhibit the results of the study conducted over a certain duration of time.

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