

# **THE IMPACT OF ORGANIZATIONAL POLITICS ON JOB PERFORMANCE: MEDIATING ROLE OF PERCEIVED TRAINING OPPORTUNITIES**

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## **ABSTRACT**

The Jordanian Government Plan (2016-2019) seeks to create an efficient and effective public service sector. Effective and committed public sector employees can be developed through training. Job Performance can be weakened by the Perception of Organizational Politics (POP). Therefore, this study explored the effects of the Perception of Organizational Politics (POP) on job performance and the mediating role of Perceived Training Opportunities (PTO) on the POP job performance relationship. Survey data was gathered from 344 employees located in 22 regions in the Greater Amman Municipality (GAM), Jordan. PLS-SEM was used to test the research hypotheses. Results revealed that POP negatively affected job performance, and PTO partially mediated the relationship between POP and job performance. Based on these findings, this study recommends that the Jordanian Government and GAM should eliminate or reduce POP practices as much as possible in their organizations as well as improving PTO, which has a positive and significant impact on Job Performance. The limitations of this study and recommendations for future research are also provided.

**Keywords:** Perception of organizational politics; Perceived training opportunities; Job performance; Greater Amman Municipality

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*Received: 3 June 2018*

*Accepted: 4 March 2019*

## **1. INTRODUCTION**

Job performance is an important building block for an organization, and one of the factors that lays the foundation for a high performance company (Abbas & Yaqoob, 2009). It refers to individual contributions to developmental efforts as captured by the number of defects fixed by individuals in an organization (Ehrlich & Cataldo, 2012). Job performance has long been considered a key factor to sustainable growth in any organization (Judge & Ferris, 1993). Government employee

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performance is very important in public services because it reflects on the governments image and the efficiency of government administration. High job performance increases citizen confidence in government services (Yang & Holzer, 2006). Stredwick (2005) emphasized that job performance improvement is one of many solutions for municipalities to efficiently and reliably provide basic services to citizens.

To allow the Jordanian public sector to provide the best possible service to citizens, the King Abdullah Award for Government Performance and Transparency was setup to enhance organizational performance among public sector employees. The award was created to encourage government employees to achieve high effectiveness and efficiency, reflect positive attitudes, and deliver excellent services to citizens (Aladwan & Forrester, 2016). This shows the seriousness of the Jordanian government in encouraging public sectors organizations to improve their organizational performance. Moreover, the Jordanian government through the Ministry of Public Sector Development (MOPSD) prepared a program to develop public services (2016-2019). This program aimed to update human resources policies to be in line with new practices to enhance public organizations capabilities and to imbue governmental departments with highly qualified human resources (MOPSD, 2018).

Politics and political behavior are some of the important aspects in public service. The political environment of public organizations has been studied by scientists from political science and public administration (e.g., Peterson 1990; Miller 1993). The main characteristics of Organizational Politics (OP) is the willingness of people to influence others to secure personal or collective interests or, alternatively, to avoid negative consequences within an organization. The nature of the public sector has received attention for decades. It is more pronounced in the governmental sector compared to the private sector (Vigoda-Gadot & Kapun 2005), eroding public confidence in government and the performance of public agencies (Vigoda-Gadot 2007). Previous studies in OP emphasized and private sector performance rather than the relationship between domestic politics and public sector performance (Vigoda-Gadot, 2003). Vigoda-Gadot and Kapun (2005) indicated that political perceptions differed substantially between sectors, with it being higher in the public sector. Moreover, they indicated that public sector employees outnumbered private sector employees, and that public sector employees viewed their work environments as political in nature, which is unfair and unjust.

Prior studies found a negative relationship between OP and job performance (Abbas & Raja, 2014; Ahmed, Hashim & Akhtar, 2016; Bai, Han & Harms, 2016; Hochwarter, Witt & Kacmar, 2000; Nadeem, Ahmed & Batool, 2015; Vashdi, Vigoda-Gadot & Shlomi, 2013; Vigoda-Gadot, 2007; Witt et al., 2002; Yang, 2017). While previous studies have suggested that POP influenced both performance and organizational outcomes, its linkage relationships are not fully understood. Furthermore, prior studies highlighted that POP had a direct impact on job performance (Mesiler & Vigoda, 2014). Many studies have argued that the relationship between OP and performance is complex, indicating the possible presence of some mediators and moderators (Ferris et al., 2000; Rosen, Levy & Hall, 2006). This study explored the mediating role of PTO between POP and job performance. PTO has a significant relationship with employee outcomes (Kuvaas, 2008); while more training opportunities leads to superior organizational performance (Guest, 1997; Purcell, 1999). Equity theory suggests that employee perceptions of unfair resource distribution may negatively affect job performance (Adam, 1965).

Previous studies used in-role performance and extra-role performance to measure job performance. Also, some studies measured job performance through supervisors, which may lead to evaluation bias. This study focused on in-role performance (task performance) based on employee responsibilities (Rousseau & Mcleanparks, 1993). Moreover, this study was the first study to link POP and job performance in an Arabic country (Jordan). Ram and Prabhakar (2010) conducted another study in Jordan that linked leadership styles, OP, and work outcomes. Ram and Prabhakar (2010) recommended researchers study the Jordanian public sectors POP and job performance. Therefore, this study bridged this gap by exploring the effect of POP on job performance and the mediating role of PTO on GAM in Jordan.

## 2. LITERATURE REVIEW AND HYPOTHESES

### 2.1. *Organizational politics (OP)*

Prior studies argued that politics is an epidemiological phenomenon in organizations. This topic has drawn much attention and many empirical tests have been conducted (Mintzberg, 1983; Pfeffer, 1992) as OP is detrimental to the health of an organization (Vigoda-Gadot & Talmud, 2010; Mintzberg, 1985). OP relates to the way in which the members of an organization influence organizational decisions through appointing specific consultants (Elbanna, 2010). According to Ferris, Russ & Fandt (1989), OP is a social influence process involving behavior aimed to achieve long-term or short-term benefits at the expense of third party interests. OP makes a work environment unfair and unjust (Kacmar & Ferris, 1991; Vigoda, 2002). Hence, employees feel dissatisfied and may quit from their organization (Folger, Konovsky & Cropanzano, 1992). OP affects work outcomes (Vigoda, 2000) and interferes with organizational processes such as promotions, rewards, and decision-making (Vigoda, 2000). Likewise, OP reduces organization productivity and undermines organization capabilities (Schneider, 2016). Moreover, if employees viewing their working environment as political creates a sense of injustice and unfairness (Gotsis & Kortezi, 2010; Harris et al, 2009; Vigoda-Gadot & Kapun, 2005) and blocks useful information (Vigoda-Gadot & Drory, 2006).

Kacmar and Ferris (1991) divided POP into three dimensions. First, General Political Behavior (GPB) refers to *"the behavior of individuals who act in self-serving manner to obtain valued outcomes"* (Kacmar & Ferris, 1991). According to this dimension, when politics is dominant in an organization, individuals discover ways to achieve their personal interests (Drory & Rumm, 1988; Kacmar & Ferris, 1991). This occurs because the political environment allows employees to perform activities that advance their interests. Second, Going Along To Get Ahead (GATGA), which *"consists of lack of action by individuals such as remaining silent in order to secure valued outcomes"* (Kacmar & Ferris, 1991). Organizations rich in politics have inevitable conflicts that employees must respond to (Gandz & Murray, 1980; Mintzberg, 1985). If employees act in their personal interests, then they are acting politically (Frost, 1987). When work has a political environment, a lack of action or GATGA can be best approach to advancing an employee's self-interests (Kacmar & Carlson, 1997). Third, Pay and Promotion Policies (PPP), which *"involve the organization behaving politically through the policies it enacts"* (Kacmar & Ferris, 1991). In organizations where rewards and promotions are not based on performance appraisals, employees

to behave politically to advance their self-interest (Salam, 2016). Moreover, HR systems may reward employees who influence others and punish those who do not (Kacmar & Carlson, 1997). This practice leads to political activities in each HR decision. Also, an organizational environment that rewards political behavior may negatively affect employees who do not act politically (Kacmar & Carlson, 1997).

Prior studies found that OP affects employee performance, job performance, and job satisfaction in a negative manner. In this regard, Hochwarter, Witt and Kacmar (2000) pointed out that OP has a negative relationship with job performance for employees with low levels of conscientiousness in American organizations. They found variance in job performance among employees who perceived high to moderate levels of OP as they relied on personal preferences to get the job done. Likewise, there was a negative relationship between OP and contextual performance in the USA private sector (Witt et al., 2002). Vigoda-Gadot (2007) found a negative relation between OP, OCB, and in role performance among Israeli public sector employees. They reported that a lack of OP controls degraded employee performance, especially in the public sector. Furthermore, Vigoda-Gadot and Meisler (2010) found that POP was negatively correlated to job satisfaction and emotional commitment among municipal employees in Israel. Additionally, POP negatively affected organizational commitment, extra role performance, and work engagement. POP led to negative perceptions, reducing employee work participation. If POP influences job promotions and incentives, employees feel frustrated and show decreased work participation (Karatepe, 2013). Abbas and Raja (2014) reported that POP had harmful effects on innovative job performance in Pakistan. Employees in Pakistan perceived high levels of POP in their work environment, leading to decreased innovative and positive behaviors. Moreover, OP has a negative relationship with employee performance at public organization in Pakistan. If a work environment is free of politics, increased job performance/satisfaction and decreased absenteeism/turnover rate are expected (Nadeem, Ahmed & Batool, 2015). Likewise, OP was found to be negatively correlated to the attainment of organization goals in Nigeria. Work environments that are free of politics showed increased job performance and employee decision making abilities, thereby meeting organizational goals (Olorunleke, 2015).

There is negative relationship between POP and job performance (Goodman & Friedman, 1971; Vigoda, 2000). If internal politics is linked to work, than employee job performance is affected as they intend to quit their job (Vigoda, 2000). On the other hand, prior studies have shown a negative relationship between POP and organizational performance (Vigoda-Gadot, 2007) that decreased employee satisfaction and commitment (Ferris & Kacmar, 1992; Vigoda, 2000, 2002). POP may harm an organization if personal interests are prioritized (Ferris et al., 1996; Kacmar & Ferris, 1991; Vigoda, 2000; Witt et al., 2002). There is a negative relationship between POP and employee behaviors such as absenteeism, turnover intention, and block information (Vigoda-Gadot, 2003). Therefore, it is expected that POP is negatively correlated to in-role performance (Vigoda-Gadot, 2003). Thus, it is hypothesized that:

*H1: Perceptions of Organizational Politics (POP) negatively affect job performance.*

## **2.2. Perceived Training Opportunities**

For sustainable organizational development, training is crucial to adapt employees to fast-changing environments and develop their capabilities. Training involves the systematic development of

employee attitudes, knowledge, skills, and behaviors to increase job efficiency. Training plays an important role in organization development by enhancing performance, productivity, and competitive advantage (Appiah, 2010; Mpofu & Hlatywayo, 2015). Via training, organization goals can be achieved (Alghribeh, Almsafir & Alias, 2014) and talents can be retained (Shaw et al. 1998). Moreover, employee performance and organization productivity can be enhanced (Bartel, 1994; Huselid, 1995; Knoke & Kalleberg, 1994).

Training can improve employee performance (Mpofu & Hlatywayo, 2015). When organizations provide development opportunities to employees, they feel important and become motivated (Kuvaas & Dysvik, 2008). Perceived training opportunities in this study refer to employee evaluations of their training opportunities, satisfaction levels, and the sufficiency of received training (Dysvik & Kuvaas, 2008). High training opportunities would lead to better organizational performance (Guest, 1997; Purcell, 1999). Furthermore, training can be considered social exchanges between employees and employers (Maurer et al., 2002). Otherwise, employees who are not offered training opportunities may have higher intentions to quit (Pfeffer & Sutton, 2006). Therefore, staff turnover rate can be reduced if sufficient training opportunities are given to employees (Benson et al., 2004) as employees feel important and contribute to the organization (Dysvik & Kuvaas, 2008).

Training improves employee morale and promotes job security and satisfaction. The greater employee satisfaction, the lower absenteeism and turnover rate (Onyango & Wanyoike, 2014). Moreover, well-trained employees are very knowledgeable about the work, require less supervision, and show good job performance (Onyango & Wanyoike, 2014). Moreover, employees who are given training opportunities have less intentions to quit (Benson et al., 2004) as they feel important and find opportunities to contribute to their organization (Dysvike & Kuvass, 2008). Thus, it is hypothesized that:

*H2: PTO positively affects Job Performance.*

### **2.3. Organizational Politics and Perceived Training Opportunities**

Vigoda-Gadot (2003) argued that OP interferes with organizational processes such as decision making, promotions, and rewards. Training is regarded as an organizational process because it provides necessary skills, knowledge and work attitudes. Clark (2003) pointed out that training might be subjected to political influences that affect the trainee selection process. Likewise, Kim (2004) found that OP influences knowledge transfers during training.

OP can be found in many operational functions (particularly human resources management) such as recruitment and selection as well as training and development. Nepotism and paternalism are clear forms of OP in both the public and private sectors (Nunoo, 2010). Paternalism according to Nunoo (2010) is *“a situation in which people are protected and their needs satisfied but they do not have any freedom and it is the situation where persons in authority are encouraged to behave like fathers and uncles”*. The author reported that paternalism is noticeable during the trainee selection process from supervisors. Arasli, Bavik and Ekiz (2006) regarded nepotism as a certain type of conflict of interest. They indicated that the effects of nepotism on human resources practices

(e.g. training and development, recruitment and selection, and compensation) were mostly negative. Concerning the relationship between POP and training, Dipboye (1995) reported that decision makers may sometimes resort to political behavior to dismantle certain HR procedures such as training and compensation. Thus, it is hypothesized that:

*H3: POP negatively affects PTO.*

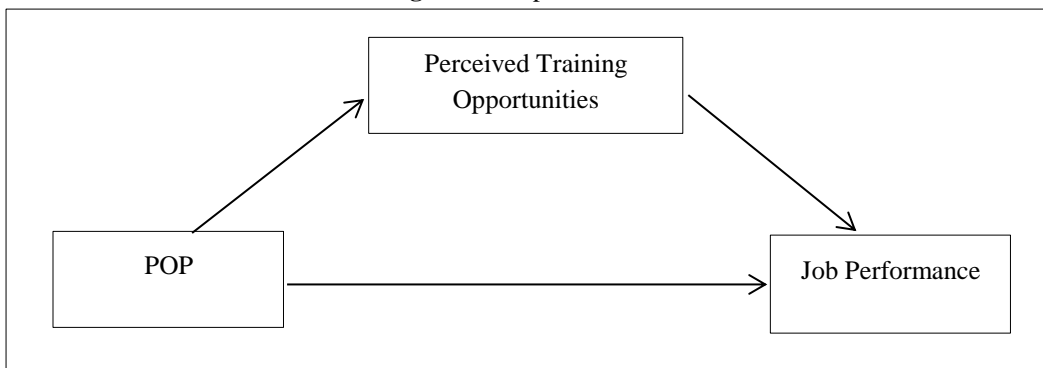
#### **2.4. The Mediating Effect of Perceived Training Opportunities**

As discussed earlier, training can enhance employee skills, abilities, and attitudes, which enhances job performance. Employees should be given equal opportunities to increase their skills and abilities. Plentiful training opportunities lead to superior organizational performance. Previous studies used emotional intelligence, team conflict, social exchange, organizational support, work engagement, and taking charge as mediator variables between OP and job performance (Ahmad, Hashmi & Akhtar, 2016; Bai, Han & Harms, 2016; Bodla, Afza & Danish, 2014; Ghasemzadeh et al, 2015; Karatepe, 2013; Yang, 2017). This study, however, used PTO as a mediator variable between POP and job performance.

Some prior studies used training as a mediator variable (Sarkis, Torre & Diaz, 2010; Van Eerde, Tang & Talbot, 2008). Asim (2013) indicated that motivation factors can positively affect employee performance via training. Ahmad, Hashmi, and Akhtar (2016) used emotional intelligence as a mediator between OP and job performance. The results indicated that emotional intelligence partially mediates the relationship between OP and job performance. Furthermore, they defined emotional intelligence as a set of interrelated skills and abilities. This definition links emotional intelligence with skills and abilities gained from training. According to Ahmad, Hashmi, and Akhtar (2016), emotional intelligence covers training. Thus, it is hypothesized that:

*H4: PTO mediates the relationship between POP and job performance.*

**Figure 1: Proposed Model**



### 3. METHOD

#### 3.1. *Sample and Data Collection*

Twenty-Two regions with 7805 employees at GAM were chosen as the study population. These regions were purposefully chosen because they provided municipal services for more than three million citizens. In total, 365 questionnaires were distributed in proportion to the number of employees in each region. Questionnaires were given to the administrative head of each region, who was responsible for distribution and collection. A period of 3 weeks was given to answer the questionnaire. In total, 344 useable questionnaires were collected and analysed.

#### 3.2. *Instrumentation*

Instrumentation for Perception of Organizational Politics (POP) was based on 15 survey items from Kacmar and Carlson's (1997) survey. POP survey was based on a 5-point Likert scales, ranging from strongly disagree to strongly agree. "*People in this organization attempt to build themselves up by tearing others down*" is a sample item from these scales. Perception of Organizational Politics (POP) refers to "*the degree to which employees view their work environment as a political, and therefore unjust and unfair*" (Kacmar & Ferris, 1991).

Instrumentation for Perceived Training Opportunities (PTO) was adapted from Kuvaas's (2008) survey. The scale consisted of seven items that measure perceived training opportunities, and was based on 5-point Likert scale ranging from strongly disagree to strongly agree. "*It is important for my organization that its employees have received the necessary training and development*" is a sample item from these scales. Perceived training opportunities refer to employee evaluations of their training opportunities, satisfaction with training, and if sufficient training was received (Dysvik & Kuvaas, 2008).

Instrumentation for job performance was adapted from Chiang and Hsieh (2012). The scale consisted of six items, based on 5-point Likert scales, ranging from strongly disagree to strongly agree. "*I always meeting performance standards and expectations*" is a sample item from these scales. Job performance in this study refers to in-role responsibilities that employees are hired to perform in exchange for compensation packages (Rousseau & Mcleanparks, 1993).

### 4. RESULTS AND DISCUSSIONS

#### 4.1. *Sample Profile*

Among the participants, 52.9% were male and 47.1% were female. For age groups, 1.2% of participants were under the age of 20, 18.8% of participants were aged between 20 and 30, 45.7% of participants were aged between 31 and 40, and 34.3% of participants were above the age of 41. Concerning education backgrounds, 75.3% of participants held diploma degrees and above, and 24.7% of participants held high school degrees or below.

#### 4.2. *Descriptive Statistic*

Study dimension descriptive statistics provide details about responses to measurement tool questions (Sekaran & Bougie, 2010). Table 1 presents descriptive statistics (mean, and standard deviation) on respondent perspectives on every study dimension. Table 1 shows the findings of descriptive statistics for study dimensions (JOP = 4.22; PTO = 3.80, and POP = 2.05).

**Table 1:** Descriptive Statistics of the Dimensions

Dimension	N	Mean	Std. Deviation
Job Performance (JOP)	344	4.22	0.702
Perceived Training Opportunities (PTO)	344	3.80	0.666
Perception of Organizational Politics (POP)	344	2.05	0.584

#### 4.3. *Measurement Model Results*

To assess each construct, factor loading, Composite Reliability (CR), and Average Variance Extracted (AVE) were used. Hair et al. (2013) suggested that items with a loading more than 0.70 should be retained, AVE must be least 0.5, and CR is acceptable when it exceeds 0.7 (Hair, Black, Babin, & Anderson, 2010). Table 2 shows that all latent constructs in this study achieved convergent validity ranges from 0.580 to 0.792 and latent construct ranges from 0.951 to 0.959.

**Table 2:** Items loading, AVE and Composite reliability for the Measurement Model

Constructs	Items	Loading	AVE	CR
<b>Perception of Organizational Politics</b>	POP1	0.925	0.580	0.953
	POP2	0.940		
	POP3	0.918		
	POP4	0.918		
	POP5	0.883		
	POP6	0.915		
	POP7	0.907		
	POP8	0.891		
	POP9	0.882		
	POP10	0.865		
	POP11	0.885		
	POP12	0.908		
	POP13	0.897		
	POP14	0.910		
<b>Job Performance</b>	POP15	0.885	0.792	0.958
	JOP1	0.875		
	JOP2	0.885		
	JOP3	0.901		
	JOP4	0.922		
	JOP5	0.853		



Constructs	Items	Loading	AVE	CR
	JOP6	0.902		
Perceived Training Opportunities	PTO1	0.867	0.773	0.951
	PTO2	0.828		
	PTO3	0.872		
	PTO4	0.871		
	PTO5	0.885		
	PTO6	0.86		
	PTO7	0.825		

Discriminant validity was used to test the measurement model. Discriminant validity is the extent to which a variable is truly distinct from other variables in terms of how much it is correlated with other variables and how much of its indicators represent only a single variable (Hair et al., 2013). The criterion and cross-loading scores of Fornell and Larcker (1981) were used to establish discriminant validity. Table 3 demonstrates that the square root of AVE for all latent variables (diagonal) was higher than inter-construct correlations (off-diagonal), confirming discriminant validity (Fornell & Larcker, 1981).

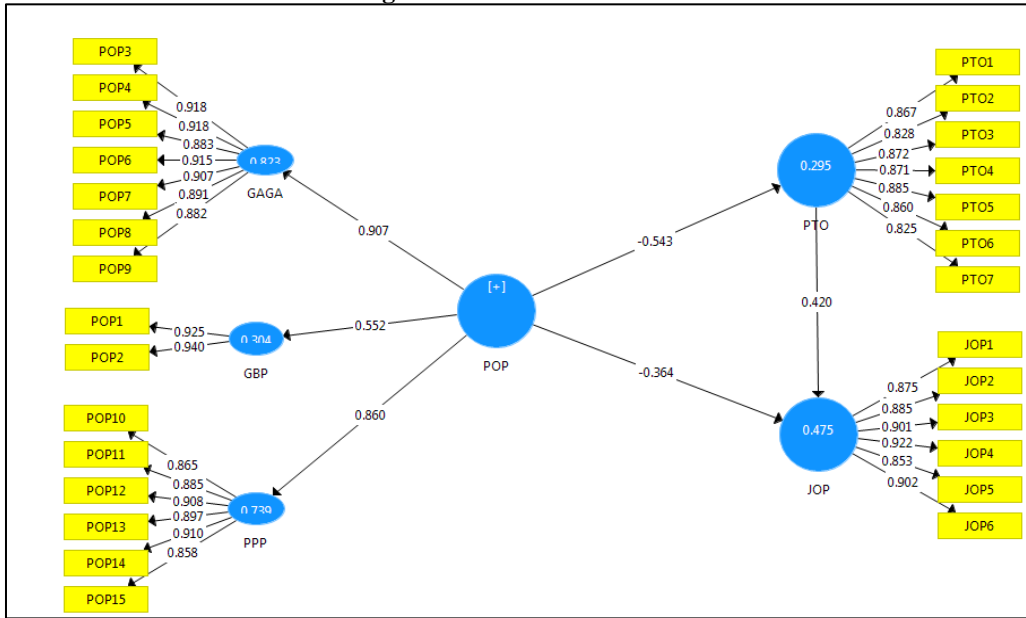
**Table 3:** Discriminant Validity Analysis

	JOP	POP	PTO
JOP	<b>0.890</b>		
POP	-0.592	<b>0.762</b>	
PTO	0.617	-0.543	<b>0.859</b>

#### 4.4. Structural Model Results

This study utilized a PLS algorithm and standard bootstrapping procedures with 5000 bootstrap samples to examine path coefficients significance (Hair et al., 2014; Henseler et al., 2009). Table 4 shows path coefficient values and bootstrapping results for hypothesized relationships between study variables. Figure 2 illustrates the research model conceptualized in this study. As shown,  $R^2$  values for job performance and PTO were 0.475 and 0.295 respectively, suggesting that 47.5% of the variance in job performance and 29.5% of the variance in PTO can be explained by POP.

Figure 2: Measurement Model



As indicated in Table 4, POP had a negative direct effect on JOP ( $\beta = -0.364$ ;  $t = 6.609$ ;  $p < 0.001$ ). As a result, H1 was supported. According to these findings, public sector employees working in an environment rife with organizational politics, but who prefer the security of public employment, will respond to such an environment by displaying apathy towards their work and neglecting their jobs, which negatively impacts job performance. The results suggest that POP influenced job performance. This study highlighted that organizational politics caused negative emotions and cognitions that affected employee job performance. Employees of GAM that worked in an environment where POP was prevalent had feelings of injustice and inequity, thus leading to poor job performance. When employees perceived that people relied on political acts to achieve their personal objectives, they were highly demotivated and showed decreased job performance. This observation is in line with prior results (Abbas & Raja, 2014; Hochwarter, Witt & Kacmar, 2000; Schneider, 2016; Vigoda, 2000; Vigoda-Gadot, 2007).

The results also showed that PTO was positively related to JOP ( $\beta = 0.420$ ;  $t = 8.522$ ;  $p < 0.001$ ). Therefore, H2 was supported. The findings were consistent with those reported by previous researchers (Dysvike & Kuvass, 2008) who highlighted that individuals that are given training opportunities perform better. Therefore, they were able to provide high quality municipal services to citizens, and citizens felt satisfied with the services provided by GAM.

Additionally, the results showed that POP had a negative effect on PTO ( $\beta = -0.543$ ;  $t = 10.191$ ;  $p < 0.001$ ). Therefore, H3 was supported. GAM employees working in a politically charged work environment tended to exhibit negative emotions that hindered their personal growth and willingness to learn, thus affecting their in-role performance. Training opportunities had a direct influence on productivity (or job performance). In line with previous studies (Dipboye, 1995; Vigoda, 2003), organizational politics caused uneven training opportunities, affecting job

performance. Thus, employee training opportunities were an invisible variable for job performance.

**Table 4: Hypotheses Testing (Direct Effect)**

Path	Hypothesis	Path Coefficients	STERR	T-value	P-value	Decision
POP -> JOP	H1	-0.364***	0.055	6.609	0.000	Supported
PTO -> JOP	H2	0.420***	0.049	8.522	0.000	Supported
POP -> PTO	H3	-0.543***	0.053	10.191	0.000	Supported

\*\*\*: $p < 0.001$

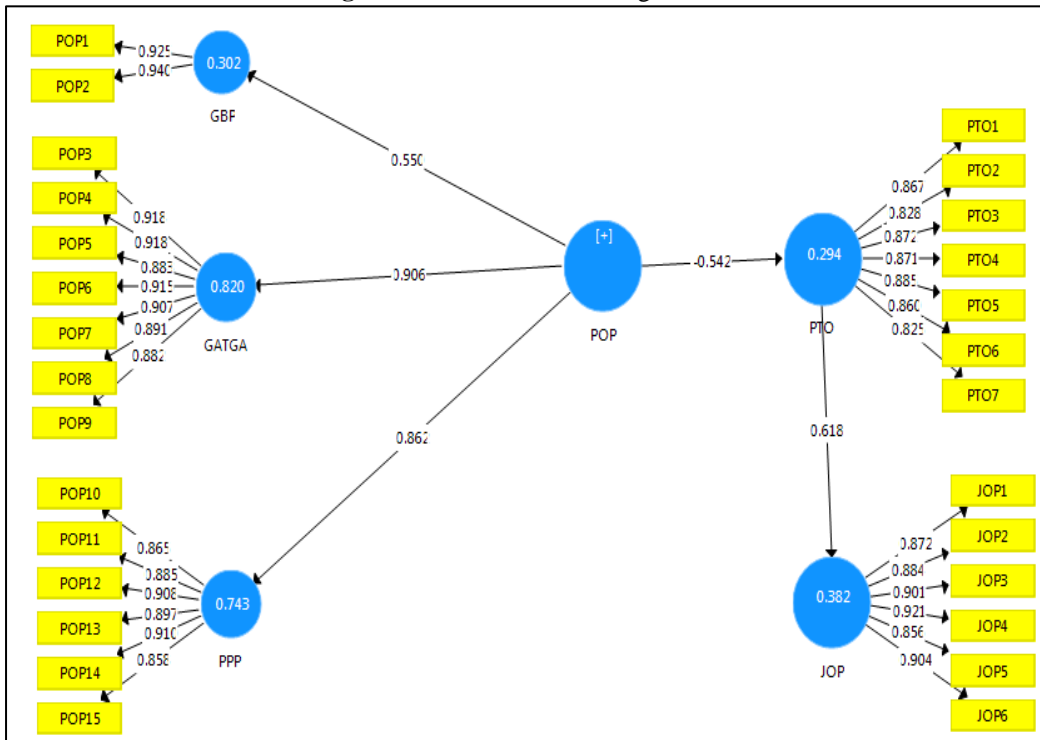
This study used the bootstrapping method to investigate the mediating effect of PTO between POP and JOP. Specifically, the bootstrapping method with 5000 samples and 95% confidence intervals (CI) were used to estimate indirect effects following the strategy devised by Preachers and Hayes (2008) and recommended by Zhao et al. (2010) and Hair et al. (2014).

Bootstrapping results regarding the mediating effect of PTO on the link between POP and job performance are presented in Table 5 and Figure 3. The result show that the confidence interval of the indirect effect of POP on the job performance ( $\beta = -0.335$ ,  $p < 0.001$ , 95% CI= - 0.444 to - 0.229) did not include zero, indicating that PTO significantly mediated the relationship between POP and job performance. The results also showed that the indirect effect ( $a*b$ ) was significant, indicating that PTO was a partial mediator on the relationship between POP and job performance. Thus, it could be concluded that Hypothesis 4 was supported. Based on this result, PTO mediated the negative correlation between POP and job performance. When equal training opportunities are given to employees, they demonstrate positive behaviors and improved work performance. These results support previous suggestions that there were variables that mediated the relationship between POP and job performance (Ahmad, Hashmi & Akhtar, 2016; Bai, Han & Harms, 2016; Ghasemzadeh et al, 2015; Karatepe, 2013; Yang, 2017).

**Table 5: Results of mediating effects**

Hypothesis	Path a	Path b	a*b	SE	t-value	95% LL	95% UL	Result
H4 POP -> PTO -> JOP	-0.542	0.618	-0.335	0.054	6.232	-0.444	-0.229	Partial Mediation

Figure 3: Results of Mediating Effects



### 5. CONCLUSION

From this study’s results the following conclusions can be made on the effect of POP on employee job performance in GAM, Jordan. The main objective of this study was to explore the effect of POP on job performance through the mediating role of PTO. There was a reciprocal relationship between POP and the job performance. Accordingly, high degrees of POP reduced employee job performance. Therefore, top management should ensure that formal policies and rules are appropriate for employees. There was a significant relationship between PTO and employee job performance. Furthermore, this study tested the mediating effects of PTO on the relationship between POP and job performance. PTO was able to alleviate the negative impact of POP on job performance. Moreover, this study showed that the employee performance of GAM were weakened by POP practices. Also, high levels of POP practices lead to few training opportunities. These findings support social exchange theory, which postulates that providing training and development opportunities makes employees feel satisfied with their development opportunities and feel obligated towards their organizations.

This study is one of a few studies carried out in developing countries, particularly middle east countries, and in the municipalities sector. This is important as the majority of studies related to OP and PTO have been conducted in developed countries such as the USA, Norway, and Spain or in Asia and Africa in Pakistan, China, Iran, Malaysia, Indonesia, and Nigeria. This is the first study

conducted in Jordan that links POP to job performance. Furthermore, all prior studies conducted in GAM used headquarter samples ( Alhmeidiyeen, 2015; Al-Mahasneh, 2015; Al-Mani & Akuirshidah, 2008), while this study used employee samples from employees from twenty-two regions. Moreover, this is the first study that incorporates PTO as a mediator variable between POP and job performance.

## 6. LIMITATION AND FUTURE DIRECTION

In this study only one government organization in Jordan was considered. Future studies may include other government organizations and their results can be compared to this study. Second, this study used cross sectional data, and is anticipated that data collected at different times might affect variable relationship. Third, this study used PTO as a mediator variable. Due to the importance of Organizational Citizenship Behavior (OCB) in enhancing job performance, OCB should be considered a mediator variable as well as its indirect effect on job performance can be explained. Finally, this study included one dependent variable (job performance). Future studies may include other outcome variables such as job satisfaction or intention to quit.

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