

The Moderating Effect of Perceived Supervisor Support on the Relationship between Organizational Politics and Job Satisfaction in Aviation Industry in Thailand

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Abstract. Many of the researches and practices of Human Resource Development (HRD) draws directly on an organizational behavior, aiming to explain how people within an organization runs the management structure as well as what are the essences that combines together as the elements driving the organization forward. Recognizing the contextual nature of organizational politics is not a new idea. Hence, this study is aimed to inspect the organizational politics as a negative impact on the level of job satisfaction among first-lined customer contact employees, particularly in the aviation industry. This study provides the literature review to support if the perceived supervisor support (PSS) helps weakening the negative relationship state of organizational politics and job satisfaction.

Keywords: Organizational politics, Job satisfaction, Perceived supervisor support, Aviation industry

1. Introduction

In the world of organization, the word “politics” is perceived as an unacceptable action along with a strongly negative attitude. It is, certainly, hard to bring up as a talking topic comparing to other issues like fashion or gossip. Many employees regard organizational politics such as pursuing self-interests at the expense of others as something negative and to be minimized [3,33]. That is, employees who have power are proud of exercising theirs publicly [9]. While employees who seek for power tends to hide their actions because they do not want others to know the actual intention [3]. Politics can influence and encourage employees to be enthusiastic and pursue success for their job advancement as it encourages employees to achieve their goals [2]. However, politics can also make them becoming selfish and arrogant, which directly increases the tension in working atmosphere.

It is known, in general, that politics are used primarily to achieve power, either directly or indirectly by being promoted, receiving a larger budget or other resources, and gaining desirable assignments [14]. Consequently, although most employees know that organizational politics are common, they avoid saying so when it concerns about one's own behavior [14, 18]. It is more common to talk about politics when complaining about peers or subordinates than it is in the context of one's own political maneuvering [14]. Most employees will not be likely to admit that they personally would consciously and willingly engage in political behavior. However, it is possible to infer that those who are seen as causing dissatisfaction are likely to be seen as an engaging in political behavior [18].

Organizational politics is thought to be an essential action in many associations as it is nearly identified with force, power, and impact [27]. It has also been characterized in various ways. A typical topic going through is one of practices aiming for practicing impact [27]. Organizational politics, according to Dubrin [9], has been classified into three overlapping groups; a method of gaining power, a strategy for impressing supervisor, and a strategy of career advancement. Organizational politics is a generally new

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territory of exploration [9]. Most studies have endeavored to recognize different political practices. Some of these practices are advancing restricted correspondence, controlling access to data and persons, killing potential restriction, vital substitutions, partnership arrangement, structure change, and ingratiating [27].

Besides, one subject that has gotten expanded consideration and is accepted to be critical to employee viability is that of job satisfaction. The accomplishment of reasonable working environment applications including job satisfaction and the consequences of experimental exploration show the relationship between job satisfaction and organizational politics propose that job satisfaction of employees is a vital part of organization [42]. As such, the importance on organization applying of job satisfaction has been in various ranges, for example, pay, advancement, and different goals [42].

Additionally, job satisfaction is a key variable in many studies regarding to organizational politics. It has been discovered to be significant to methodologies as various as organizational commitment, organizational citizenship behavior, employee turnover, and non-attendance [35]. Given the key part job satisfaction plays regarding significant hierarchical elements, the comprehension of the factors and essence of job satisfaction are huge [35]. This is especially valid for service provider organizations such as the aviation industry.

2. Research Problem and Purpose

In the recent decades, various researchers have endeavored to give a suitable meaning of what constitutes political behavior in the organization [25]. While certain likenesses may be said to exist among the definitions proposed as such, at present there is no generally imparted meaning of organizational politics. Despite the absence of agreement to a meaning of organizational politics, a few hypothetical works have helped to an applied establishment for this field of request [14, 25]. Nonetheless, hypothetical work in this field has surpassed the observational, alongside the absence of definitional agreement, has not permitted the commitment of organizational politics to the management literature to achieve its maximum capacity [25]. Maybe one purpose behind the constrained observational endeavors lies in the way that observationally inspecting the wonder of organizational politics presents analysts with very much a challenge [25].

It is commonly known that politics in the organizations is an important feature that leads to the declination of job satisfaction among employees [41]. As mentioned earlier, the organizational politics seems to have a larger negative impact on the amount of pleasing feelings employees have towards their job than a positive one. In line with this, there are several investigations in the literature showing significant negative relationship results between organizational politics and job satisfaction [5, 16, and 25]. Nonetheless, there is a little known if there are any other factors, specially the perceived supervisor support, that help improving the negative relationship between organizational politics and job satisfaction to an opposite direction. And it is even less known of the relationship as it applies to the aviation industry. Therefore, this study will examine organizational politics as a negative effect on the level of job satisfaction among employees particularly in the aviation industry as well as examine if the perceived supervisor support helps improving the relationship condition of those two variables.

2.1. Research Questions

The following research questions are originated in this study in order to guide the obtaining of information needed to fulfill the study purpose:

1. Does organizational politics have a negative impact on the level of job satisfaction?
2. Does perceived supervisor support help weaken the negative relationship between organizational politics and job satisfaction?

3. Literature Review and Propositions Development

Before creating the hypotheses identified with the constructs of this study and their relationships, few notions need to be characterized and clarified for the purpose of the study. The following part will provide the literature scrutiny of three important notions, namely organizational politics, job satisfaction, and perceived supervisor support.

3.1. Aviation Industry in Thailand

The aviation industry employment is very demanding and includes troubles with substantial workload and it additionally includes fulfilling distinctive customers with diverse needs, which may influence the emotions of dissatisfaction and abnormal state of anxiety of the employees [7]. Job satisfaction can empower employees to control this anxiety and keep the negative impacts of one's disposition towards the work. In accordance with this, minimal amount of studies has demonstrated that job satisfaction is positively identified with organizational politics issues [5, 16, and 25]. In addition, since the aviation business is primarily concerned with the affection of service delivery and service fulfillment given to the customers through their employees, having employment fulfilled workers may serve as a favorable element in that these employees may have the capacity to place themselves in a positive perspective and these may help them know how to maintain a strategic distance from negative feelings and use feelings in versatile approaches to mitigate sentiments of dissatisfaction thus upgrade customer satisfaction [33,41].

In the organization, the supervisors assume critical parts to give formal criticism about workers' job execution and to focus employees' measure of job satisfaction [33]. The encouragement from supervisors is more compelling than other social backings to employees according to the fact that supervisors take action as representatives in the organization to profoundly cooperate with employees, helping employees managing issues, and furthermore assess their execution straightforwardly [32]. It is proposed that perceived supervisor support (PSS) is a paramount determinant of organizational viability and the level of job satisfaction. Most importantly, natural attributes, for example, supervisor support, do assume an analytical role that influences employees' level of adjustment and also mental status when employees experience difficult situations [32].

Despite the succeeding of the aviation industry in encouraging financial development, there is an imperative need to amplify the understanding of the elements that anticipate employee's perceptions towards organizational politics. Also, there is likewise generally minimal thought about the strengthen relationship between organizational politics issues and job satisfaction if involving with perceived supervisor support as a moderator [26,30].

3.2. Organizational Politics

Recognizing the contextual nature of organizational politics is not a new idea because it is a natural occurrence. It is true that organizational politics is not a necessary thing in life, but somehow unavoidable. Some individuals see organizational politics as moral and powerful regarding acquiring sought assets singularly for a wander toward oneself [21]. Regardless, the dominant parts of individuals have a tendency to see this subject as an awful affecting component in the working environment as opposed to a decent one [22]. A basic reason of organizational politics recognition lead to adverse conclusions lies in the fact that the association values that the worker's commitment is disintegrated in situations related with political issues.

The development of organizational politics has caught the enthusiasm of researchers for quite some time, and there have been distinctive ideas introduced as to explain what organizational politics is about [16]. Numerous definitions have been proposed, however, there is a typical pattern reflected in various clarifications of organizational politics. Many of the common pattern mentions about a self-serving action, which is not authorized by the organization [14, 18]. Mintzberg [30]proclaims about organizational politics as individual or group action that is casual, apparently biased, disruptive, and illegitimate, endorsed neither by formal authority nor certified experts. Such action can deliver disagreement with people and/or groups against one another or against the formal authority of the organization [16].

Mintzberg [30,31]further characterizes organizational politics as an action that is not formally authorized by the organization, which creates clash and disharmony in the workplace. The political issue in organization is also foreseen as a result from the action of supervisors and colleagues, and from organizational policies and practices [17]. Ferris et al.[16]purpose that the employees' view towards organizational politics and its predecessors and outcomes is very important to be investigated further. In this sense, rather than solely an objective state, it is proper to conceive organizational politics as a subjective assessment [16]. Despite the fact that employees react to organizational politics on the premise of their biased notions of reality, not the actual reality, it has been contended that the perceptions of organizational politics are imperative to study regardless of the possibility that they are misperceptions of real events [16].

Organizational politics is portrayed as a reflection of hierarchical governmental issues that go beyond the parameters of acknowledged authoritative conduct [30]. These practices are intended to advance speculation toward oneself and may even be at the cost of hierarchical objectives. An increasing level of examination has distinguished no less than five conclusions of organizational politics issues, which are the expansion of anxiety [15,16], the mitigation of job obligation[5], the plan of turnover [5], the job pleasantness[14], and the lower work execution [41].

Others describe organizational politics as self-serving and manipulate behavior of individuals and groups to promote their self-interest at the expense of others[8]. It also manifests itself through struggle for resources, personal conflicts, competition for power and leadership and tactical influence in order to control access to information and build a coalition [8]. In political situation, not all employees can get the level of associated help they are yearning for regardless of the fact that the psychosocial support of help that frequently accompany in the collaborations with supervisors [22]. The time that workers are permitted to interact with supervisors is turning into a limited asset and one that is conceivably defenseless to political control[22].

Ferris et al.[16]perceived organizational politics as a stress-related behavior in the workplace that stimulates any features that cause an employee to experience discomfort. It is a reaction of the organism to stressful events, which may be psychological, physiological, or behavioral, that responds to work-related environmental stress [40]. As for stress, it relates to an uncertainty in an individual's environment and is stimulated by an inability to foresee coming situations. Employees in the organization are facing a high level of stress due to the inability and unwillingness to play politics as directed by others. Some of them eventually choose to respond as quitting the job. Similar assumption was also found in the study of Vigoda[40]that events that happen in the workplace influence the emotional perception of employees, which is shown through the physical reactions towards the events. An intense stress organizational politics is likewise considered as a trigger event of aggressive and harmful behavior of employees in the workplace [7].

3.3. Job Satisfaction

Levels of job satisfaction in each employee fluctuate over the time, climbing and falling like a roller coaster [19,23]. This change may appear bizarre, given that individuals' pay, supervisors, coworkers, and work assignments do not transform starting with one hour then onto the next[19,23]. The key lies in recalling that job satisfaction reflects what one thinks and feels about an employment. Part of it is considered as rational, based on a careful evaluation of the employment and the things it supplies[19,23]. At the same time, it is also emotional, based on what one feels while he is at work or contemplating about work[19,23]. The most extreme negative disposition is described by feeling unfriendly, anxious, and irritated.

Job satisfaction is a generally research and complex incident. Therefore, there are various meanings regarding of the definition. With the goal of this study, job satisfaction can be characterized as an individual's aggregate feelings about their occupation and the disposition they have towards different viewpoints or aspects of their employments[40]. An individual with high job satisfaction seems to hold for the most part uplifting attitudes than one who is disappointed to hold negative disposition towards their employment [40]. To comprehend these features, researchers have to understand the perplexing and interrelated features of job satisfaction. This aspect of job satisfaction can be depicted as any part of a job that creates emotions of fulfillment or disappointment [40]. This viewpoint can be valuable to organizations that wish to distinguish worker maintenance territories in which change is conceivable [34].

Job satisfaction is a consequence of an individual's perception and assessment of their employment affected by their own particular needs, values, and desires, which they see as being vital to them [41]. Research has demonstrated that job satisfaction does not occur all alone as it is subject to authoritative components such as structure, size, pay, working conditions and authority, which vary to the hierarchical atmosphere [34,41] . Job satisfaction can be perceived as a response to a job, emerging from what an individual looks for in a job in comparison with what job gives to the single person [34].

The rising enthusiasm on job satisfaction in organizations is genuinely because of how it identifies with the cost efficiency for organizations [39]. As said prior, the level of employment satisfaction or disappointment individuals involve in their work position is because of a few elements including their needs,

work conditions and necessities [39]. The increment in the personal satisfaction and the improvements with worldwide economy has brought changes in the prerequisites of people in their apparent needs and desires, and their work necessities [39].

Job satisfaction is a critical concern for people and associations, as well as for society overall [32]. The significance of job satisfaction is sorted into two levels; an individual level and organizational level [32]. The individual level refers to an individual's mental well being and life fulfillment rely on upon one's capacity to acclimate to work settings adequately and an execution of one's maximum capacity and appreciate the work experience [32]. The organizational level refers to a significant part to the achievement and profit of any organization regardless of how large or small. It is an extent to which its employees can discover and keep up pleasing work conditions in a working environment and additionally fortify their capacity to contend comprehensively through viable work [32]. In addition, specifically in a service delivery industry, job satisfaction serves as a guarantee that employees will treat customers with most extreme admiration and eagerness and because of that the aviation business, particularly the service delivery part, obliges a larger amount of communication between the employee, employees in different departments, and customers[1]. At the point, when employees are fulfilled by their employment, they can surpass customer's desire and quality service providing work and this could eventually interpret into organizational productivity [1].

Harrell-Cook, Ferris, and Dulebohn [20]addresses that politics perceptions such as anxiety and stress, job dissatisfaction, job involvement, and job turnover influence the work outcome. Whether the organizational politics is a threat or not depends on individuals. This mostly occurs with employees who have low level of knowledge and understanding of how and why things happen the way they do because they do not have skills to manipulate the outcomes for their favor[20]. It also leads to a decline of employee performance as well as self-motivation. On the other hand, employees, at a general level, are satisfied with their jobs if they see the politics as non-threaten. If employees see that the workplace politics is a positive factor, they tend to have a higher rate of job performance, job satisfaction, and job environment [20]. Based on the literature reviews presented earlier, the following proposition is established.

Proposition 1. Organizational politics has a negative effect on job satisfaction.

3.4. Perceived Supervisor Support (PSS)

Perceived supervisor support (PSS) is characterized as employees' general opinions concerning the degree to which supervisors esteem their commitments and empathize about their prosperity [27]. PSS is a powerful factor developed from the commitment with the organization [4]. It concentrates primarily on how employees' dedication is influenced by their sense of duty from the organization such as extrinsic like pay and promotion or intrinsic like appreciation rewards. Employees normally establish a general belief reliable with the organization's dedication to them and demonstrate the agreement pattern by whether the organization admire their commitment or treat them in either good or unfavorable ways [11]. Person who sense high appreciation from the organization implies that they see high supervisor support [27].

It has lately been proposed that researchers start to investigate the impacts of particular workplace peculiarities, including supervisor support and attention, on the experience of positive and negative work environment feelings [6]. For instance, as an aftermath of the various trades with supervisors, it is supposed that employees are presented to a mixture of circumstances that can evoke shifted emotional responses[29]. In this aspect, past researches have observed that supervisors who are sympathetic and receptive to employees' necessities are especially fruitful at dealing with employees' enthusiastic responses[24]. In this way, this study is contended that perceived supervisor support is straightforwardly related to employees' emotional responses.

Eisenberger et al.[12]characterized the perceived supervisor support as the extent to which employees form a structure of general impressions that their supervisors are patronizing, admire their commitments and concern about their employees' well-being. Sagie and Koslowsky [35] recognize that throughout times of organizational vulnerability, employees have an expanded need to see that their initiative is consistently considered, require continuous and rigorous criticism, and must feel that the assets are accessible for them if

necessary. Hence, it is induced that perceived supervisor support plays a fundamental part in an employee's evaluation in an emergency circumstance [4].

Though positive supervisor-employee collaborations will escalate the view of perceived supervisor support, negative communications are relied upon to decrease it [4]. Furthermore, employees will consider their collaboration with supervisors as a measure when assessing the signification of organizational emergencies on their individual prosperity [4]. Partly, it is because employees utilize the supervisor-employee collaborations as signs to assess their relationship with their supervisors as well as with their organization [6,12]. As so, it is undeniable that supervisors have a great impact on building up the positive responses between supervisors and employees such as creating good workplace environment and giving accurate feedback and criticism to employees [6,12,19]. Conceptualizing this way, the perceived supervisor support is comprehended to be a paramount element in employees' perception of their relevant surroundings [7].

The research by Hochwarter et al.[22]demonstrates that the amounts of perceived supervisor support are connected with positive work result, which covers the overall job satisfaction among employees as well as the decrease of non-attendance and the job departure aim[22]. Employees imply the work as a complimentary relationship of employees offering their labor and creativity in exchange for rewards such as pay and promotion and emotional appreciation such as job satisfaction and self-esteem [22]. In line with this, employees also establish viewpoints towards their supervisors regarding to which extent that the supervisors recognize their dedication and demonstrates an overriding sympathy towards their life well-being [11]. As an outcome, employees who have a high perception of supervisor support are capable of addressing the requirements for appreciation, respect, and social personality and produce the performance that is beyond job execution and expected performance for the organization [22].

The sensitization of insider and outside perceptions among employees is also another impact deriving from the effective perceived supervisor support [26]. It is consistent with a theory that mainly talks about the quality relationship that develops between an individual subordinate and his or her supervisor, which can go further than employment relationship to the agreement trade of socialization [37]. With the study of Kimura [26], the degree of relationship between subordinates and supervisors in the organization depends on the feeling of being in-group or out-group due to different treatments received from the supervisors: whether subordinates feel that they are a part of the organization or they are just a group of people coming to work for the organizational benefit. Because even though employees hold the same job level and have same responsibilities, they are still able to experience differential relationship with the top managers [26].

3.5. The Moderating Effect of Perceived Supervisor Support

An essential goal of supervisors is to give practical profits to employees in efforts to encourage an upgrade of their work commitment [13,36]. Despite the fact that supervisors have formal systems for resource obtaining available for their employees, accessing to important and fundamental resources frequently is unattainable by hierarchically perceived means [21]. Hence, it is possible that employees are likely to form up the perceived supervisor support towards their supervisors as people who have the capacity of addressing the needs of employees by behaving politically [13].

Ellen III et al. [13] extensively characterize the perceived supervisor support as an impact view of employees towards the actions performed by supervisors to give employees important resources to development individual, group, or organizational purposes. This conceptualization perceives the supervisors can do much to expand resources for employees and that the conceivable practices to do so are not obliged to conventional and formal channels[31]. Such practices have been named "not officially authorized" by the organizations, and examples incorporate with supervisors working behind the scene, leading back room arrangements and slicing arrangements in efforts to achieve the process [13].

A few researchers feel that the qualification and the positive conceivable outcomes of supervisors embracing political behaviors as McColl-Kennedy and Anderson [29] expresses that employee should view the political supervisor support as a positive light. It is significantly reasonable that supervisors will act politically as a few researchers have contended that to be compelling, supervisors must be politically gifted and deft at overseeing organizational politics issues [21,30]. By acting politically, supervisors can do much

to address the need of employees. In the other words, by supervisors practicing political practices, it is an enable of provision of significant resources and extra open doors or dismissal of drawbacks obstructing objective accomplishment for their employees [21,30].

Job satisfaction is a pleasurable or positive emotional perceptions deriving from the appraisal of one's job or previous job background [10,38]. It is a general evaluation of the degree to which employees discover the job remunerating, satisfying, and fulfilling, instead of baffling and unsatisfying[10]. This kind of fulfillment normally passes through an evaluation of variables, for example, benefits, supervisor character, and management correspondence [10]. Several researchers have discovered that the perceived supervisor support is positively identified with a level of employees' job satisfaction[10,38]. Based on the existing literature, the perceived supervisor support is ought to help employees' positive emotional perceptions and expand the level of satisfaction from the job[10]. As mentioned earlier about the consequences of perceived supervisor support towards both organizational politics and job satisfaction, the following proposition is formed.

Proposition 2. Perceived supervisor support weakens the negative relationship between organizational politics and job satisfaction.

4. Conclusion

Organizations are progressively getting to be mindful that the employees are the most important assets. There are examples in the aviation industry where a whole gathering of employees has suspended their service administrations as a protest to the organization. These people not only cause incalculable casualties to the organization as a whole in terms of customer dissatisfaction and additional cost, but also damage the level of employee's contribution to the organization[31]. It is presumed that employees who are unambiguously dedicated to the organization are less inclined to abandon it and so the greater part of studies propose that organizational politics will stay as a standout management issue amongst the most prevalent management trend in years to come[31,33].

Presently, it is a time in which organizations periodically encounter with the need of enormous change. Pledged employees can be greatly profitable assets of the organizations in terms of encouraging a quick adjustment to evolving conditions[22]. Along with this, because of the expanding concerns inside the aviation industry, it is paramount for supervisors to understand how to effectively hold their employees[22,24]. An understanding of the organizational politics issues that anticipates or identifies with job satisfaction accordingly gets to be more critical. It is additionally extremely valuable and intriguing to consider how perceived supervisor support helps the expand job satisfaction at work.

As an intention of this study, it is hoped that the results will provide useful information for supervisors particularly in the aviation industry regarding to the organizational politics as a relatively negative impact on the level of employment fulfillment among employees. It is also hoped that the results will provide an additional scope of how applying the perceived supervisor support enhancing the level of job satisfaction.

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