

## **Answer on Question #53254, Management / Other**

How do people respond to a political environment of an organization? Explain.

### **Explanation:**

An organization can be considered as the sum of its parameters which are changed under the influence of management decisions and external (environmental) protection. The external environment is a set of factors (conditions) that affect the activities of the company. The environment is divided into the indirect factors (macro environment) and direct (micro environment) exposure.

The macro environment is an indirect impact of factors influence a whole to all organizations operating in a particular industry. These factors include features characterizing the development of the national economy as a whole:

Economic environment includes factors that determine the development of economic processes in the national economy (GDP growth, external debt, and so on. n.), the impact of fiscal and tax policy of the state in the solvency of the population, investment attractiveness of the national economy, the stability of the national currency, the rate of inflation, rate of taxation.

The political environment includes factors that determine the development of political processes, stability of legal norms in the national economy, political ideology, determines the policy of the government, the degree of public discontent with the government, and so on.

The political component of the macro environment must be studied primarily in order to have a clear idea of the intentions of public authorities in relation to the development of society and the means by which the government intends to implement its policies.

A study of the political component should focus on finding out what programs are trying to enforce the various party structures which lobby groups exist in government, what does the government exists in relation to various branches of economy and regions of the country, what changes in legislation and regulation may result in the adoption of new laws and new rules governing economic processes.

It is important to understand these basic characteristics of the political subsystem: the type of political ideology determines the policy of the government, as the government is stable as it is able to pursue a policy, what is the degree of public discontent, and how strong the opposition political structures to using this discontent, to take power into their own hands.

A political environment can be seen by the political maneuvering of individuals, teams and departments in an attempt to obtain status, higher salaries, and favor. Businesses can also face external political issues by government regulation as to how to operate, how much they are taxed, environmental issue mandates, laws, etc. Additionally, businesses may also hire lobbyists to represent their best interests with lawmakers to dictate and influence policymaking, thereby directly affecting those external political forces for their own benefit.

Today, work in organizations requires skill in handling conflicting agendas and shifting power bases. Individuals within organizations can waste time overly engaging in political behavior. Research reported in HR Magazine found that managers waste 20% of their time managing politics. However, as John Kotter wrote in *Power and Influence*, “Without political awareness and skill, we face the inevitable prospect of becoming immersed in bureaucratic infighting, parochial politics and destructive power struggles, which greatly retard organizational initiative, innovation, morale, and performance.”

Typically, companies have limited resources that should be allocated to a certain extent. Individuals and groups within the organization can not agree on how they should be allocated resources, so that they can, of course, seek the resources for themselves or for their own interest groups, which leads to organizational policy. From an organizational policy, they enter into an alliance with like-minded others in an attempt to win the interest of their resources. They are involved, usually in government agencies, such as negotiation, negotiation, alliances, conflicting interests and solutions.

In the negative light, saying that someone is “political” generally stirs up images of back-room dealing, manipulation, or hidden agendas for personal gain. A person engaging in these types of political behaviors is said to be engaging in self-serving behavior that is not sanctioned by the organization. Self-serving behaviors include bypassing the chain of command to get approval for a special project. These types of actions undermine fairness in the organization, because not everyone engages in politicking to meet their own objectives. Those who follow proper procedures often feel jealous and resentful because they perceive unfair distributions of the organization's resources, including rewards and recognition.

Researchers have found that if employees think their organization is overly driven by politics, the employees are less committed to the organization, have lower job satisfaction, perform worse on the job, have higher levels of job anxiety, and have a higher incidence of depressed mood.

The policy is part of organizational life, because the organization of the various interests must be balanced. The negative side of organizational politics is more likely to flare up in times of organizational change or when there are difficult decisions to be made and a scarcity of resources that breeds competition among organizational groups. To minimize overly political behavior, company leaders can provide equal access to information, model collaborative behavior, and demonstrate that political maneuvering will not be rewarded or tolerated. Furthermore, leaders should encourage managers throughout the organization to provide high levels of feedback to employees about their performance. High levels of feedback reduce the perception of organizational politics and improve employee morale and work performance.

Political skill refers to peoples’ interpersonal style, including their ability to relate well to others, self-monitor, alter their reactions depending upon the situation they are in, and inspire confidence and trust. Researchers have found that individuals who are high on political skill are more effective at their jobs or at least in influencing their supervisors’ performance ratings of them. Individuals who are high in internal locus of control believe that they can make a

difference in organizational outcomes. They do not leave things to fate. Research shows that these individuals perceive politics around them to a greater degree. Investment in the organization is also related to political behavior. If a person is highly invested in an organization either financially or emotionally, they will be more likely to engage in political behavior because they care deeply about the fate of the organization. Finally, expectations of success also matter. When a person expects that they will be successful in changing an outcome, they are more likely to engage in political behavior.