Structural Modeling of Individual Responsibility on Job Satisfaction: Investigating Moderating Role of Organizational Politics

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ABSTRACT: The main objective of this study was to investigate the relationship between felt accountability and job satisfaction, and consider the moderating role of organizational politics. The statistical population of this study included all faculty members of Urmia University during 2012 academic year. The results and findings of this study reveal that there exists a positive and significant relationship between accountability and job satisfaction, whereas there exists a negative significant relationship between felt accountability and perceptions of organizational politics. In addition, there is a positive significant relationship between job satisfaction and perceptions of organizational politics. Moreover, based on these findings, it can be concluded that if the individuals' perceptions of organizational politics increase within organizations, their felt accountability will reduce.
Key words: Accountability, Faculty Members, Job Satisfaction, Organizational Politics Perceptions

INTRODUCTION

Universities and high educational institutes play an undeniable role in training specialized forces and managers in every society and educated people start working at different parts of the society each taking a responsibility which calls for their being qualified .An inefficient education system cannot train efficient university students. A way to make universities efficient is to create an accountable system so as to elucidate the responsibilities and authority of different departments of it so that officials will have explanations justifying their acts. Individuals' accountability is their obligation to realize their authority or their fulfillment of the responsibility devolved to them (Gholee Pour, 2008, p.55). Accountability has been and is an important and challenging issue in administrational and political systems of most countries across the world. In governmental organizations which nowadays have undergone numerous changes, accountability rests on the assumption that the decisions and measures taken by officials have great influence on economic, political, social, and cultural affairs of societies (Gholee Pour and Tahmasebee Ashtyanee, 2006, p.115). Generally, social systems can be defined in shared or common roles and expectations terms .Hence, accountability can be considered as an adhesive sticking together those social systems. Without an individual potential to respond to these issues; in fact, there will be no basis for social order, shared demands, or preserving any social system. An organization's responses to demand for its members' accountability includes creating such mechanisms as formally reported relations, performance evaluation, work contracts, performance control, the rewarding system, organizing processes, leadership instructions related to supervision and superintendence, personnel rules and regulations and so on. In addition to these formal mechanisms, organizations use several informal sources for accountability. These include group norms, cultural norms, loyalty to the superiors, and cooperation. What is evident is the potential complexity of accountability network that the employee is surrounded by. Many cases can be added to this individual accountability. The employees are constantly faced with the meticulous investigations and evaluations, and, indeed, they are expected to be accountable (Jensen, 2006, p. 102).

As noted in the discussion of organizational accountability, the objective and formal accountability mechanisms include rules, regulations, performance evaluation systems, and so on. In this regard, the traditional hypothesis suggested that performing such formal mechanisms, by the words very nature is understandable similarly by everybody. It should be noted that by performing such mechanisms the accountability is assured, but in the organizational real world, this hypothesis was seen insignificant (Ferris et al., 1997, p.167). This awareness led to the development of "phenomenology" perspective from accountability. Under this perspective, accountability is conceptualized as a state of mind rather than a reality. Since the phenomenology perspective focuses on the internal and subjective nature of accountability; in addition, it assumes accountability, to some extent, based on external condition perception and, at the same time, the individuals may perceive and experience those objective conditions differently.

According to this perspective, Frink and Klimoski (1998) propose a different description of accountability. They contend that accountability "... is the need for justifying or defending a decision against those who possess reward or sanction power and that these rewards and sanctions are contingent to accountability condition". In general, individual accountability is considered as a tool for inspiring norms, regulations, and legal rules by the organization (Tetlock, 1995) which refers to the fact that the lack of suitable accountability of those performing within a social system for their actions will bring about financial and legal sanctions (Schlenker et al, 1994, p. 640). However, the presence of mere written regulations within organizations does not mean that all the employees will abide by them, but it means that the majority of employees possess their own special needs, beliefs, and cognitive perceptions irrespective of administrative positions and bureaucratic expectations. For decades, the research have shown that informal norms, as 'how the tasks are carried out', affect the quality and quantity of employees' behavior within administrative systems. Furthermore, under many circumstances, these informal expectations and norms rather than formal regulations are more likely to affect the employees. Since accountability mechanisms can be differently interpreted by employees, Tetlock (1992) adopted "phenomenological approach" within accountability which considers various kinds of conceptual disorders created in such conditions (Hall et al, 2009, p. 385). Tetlock (1985) defines accountability on the basis of social pressure for defending the individual's decisions and actions against coworkers. He believes that individuals consciously and purposefully form their judgments and decisions in the direction of evaluators' tendencies.

The comprehensive application of accountability within organizations and their potential sources demand a higher investigation regarding the relationship between accountability and job attitudes. Frink and Klimoski (1998) point out that most research has not concisely investigated individual differences. Recent research suggests that job satisfaction may be situational or non-situational. Evidently, some individuals display more satisfaction toward their own jobs. Indeed, these people are probably satisfied with all dimensions of their own life; nonetheless, job characteristics will impact job satisfaction (Thomas et al, 2002, p. 309). Within the theoretical accountability model, Frink and Klimoski (1998) emphasize that accountability forces operate within inter-personal relationship area. In organizations in which there exist appropriate inter-personal relations, the accountability will increase and accordingly job satisfaction will enhance. The previous research has corroborated the relationship between accountability and several positive psychological and behavioral outcomes (Breaux et al, 2009, p. 308). Fandt (1991) indicated that accountable employees show a higher performance than the employees with low felt-accountability. Davies et al (2007) found a positive relationship between accountability outcomes and job performance. Job satisfaction has been defined as the extent of employees satisfaction with their occupations (Caldy et al, 2003, p.105). Job satisfaction concept is a complex and multi-dimensional concept along with several antecedents and outcomes. Muller and Mc Klowski (1990) have identified eight antecedents for this concept: external rewards, work plan, balance between work and family, colleagues, interaction opportunities, professional opportunities, praise and approval, and responsibility. The other job satisfaction antecedents include demographic factors such as age and work experience requirements (Sorenson, 2009, p. 873).

The classic attempt for defining job satisfaction was made by Robert Hapak in 1935. Due to the limited existing and applicable knowledge about this issue, he warned of the difficulty of finding a suitable definition. However, he characterized job satisfaction as a difficult psychological, environmental, and physiological combination that makes the person to say, I am satisfied with my job; that is, job satisfaction is the extent to which people like their jobs. It seems as if the researchers came up with the general agreement that job satisfaction is an emotional or effective reaction to a job which results from the comparison of real outputs with employees' expected or favorite and suitable outputs (Mir Kamali and Narenji, 2008, p. 77).

In spite of these theoretical and empirical studies, considerable research has reported the negative effects of accountability on job satisfaction (Ito and Brotheridge, 2007). Moreover, Hall and colleagues' (2006) study revealed no association between accountability and job satisfaction. A wider investigation into the accountability literature illustrates that these findings are not that much surprising. Despite its positive effects, accountability also has a dark side (Frink and Klimoski, 1998; Lerner and Tetlock, 1999) such as reduced flexibility and decreased cooperation between members (Klimoski and Ash, 1974), increased anxiety (Hall et al., 2003; Hachwarter et al, 2005), diminished coordination (Adelberg and Batson, 1978), and reduced employee flexibility (Klimoski & Ash, 1974). Finally, Van Hiel and Schittekatte (1998) found out that accountability was associated with unshared information, while Mitchell et al. (1998) substantiated adverse effects of accountability with prosaically behavior. In the present

study, we view perceptions of organizational politics as a contextual factor worthy of investigation in this area.

The negative or positive actions which are not considered as part of a job and are not officially allowed by the organization (behaviors) are called political behaviors, even if they are detrimental to the organization objectives or others' interests. Political behaviors, by their very nature, are conducted for seeking interests (Ferris and Kachmar, 1992). As Pfeffer (1992) puts it, the organization is consisted of individuals and groups possessing values, goals, and interests (Pfeffer 1992). This engenders conflict and opposition for achieving the organizational scarce resources and leads to the formation of political behavior within organizations and among employees. Organizational politics is a controversial concept that has emerged in organizational behavior literature in the last decades. Politics is one of the organizational life realities, and as Mintzberg (1983) contends, organizations are political arenas. The issue of politics nature within organizations has attracted organizational behavior researchers' attention.

There are two different perspectives within the literature on organizational politics. The first perspective views organizational politics as activities and strategies of influence and believes that organizational politics is the same strategies adopted by employees for influencing others so as to maximize their own personal interest (i.e., Kipnis et al., 1980). Whereas the second view deals with the perceptual and subjective aspects of organizational politics and considers employee perceptions of organizational politics for measuring the organizations' extent of politics. Organizational politics perception is the extent to which each employee regards his/her workplace as an inherently political workplace in which everybody is striving to maximize his/her own personal interests and promoting his position (Kacmar and Karlson, 1997). The important issue to be put forward here is that if an employee views his organization as a political one and perceives organizational politics and decisions on the basis of political struggles, what effect does these perceptions have on the extent of accountability and job satisfaction.

Literature Review

The researchers have investigated faculty members' job satisfaction in different ways. Spuck (1974), for example, codified indexes for measuring job satisfaction and, by using these indexes, Foster (1976) evaluated job satisfaction of faculty members of the United States Universities in three dimensions of internal, external, and environmental encouragements. Internal encouragement dimension controls job nature and such encouragements cause individuals' assurance and satisfaction. External

encouragement dimension includes benefits awarded to the organization members by organization. The third dimension is associated with the workplace. Among these, job security has been introduced as one of the most important job satisfaction factors among professionals (Bailey and Herzberg, 1963; Singh and Wheery, 1974; Mausner and Peterson, 1957; Fein, 1975; Reif, 1994). Even though, some authors are of the opinion that accountability is outcome of job satisfaction (Roper, 1997, p. 198). Ethridge dealt with the issue that individual accountability plan will lead to an increase in some aspects of job satisfaction. He believes that job satisfaction is one of the outcomes accountability (Sorenson, 2009, p. 877). The significance of accountability for protecting social systems has been recognized for a long time and, in recent years, accountability has been described as a "Puzzle mode" (Lerner and Tetlick, 1999, p. 250).

Organizational politics has been described as behaviors characterized by individuals' self-interest which has not been sanctioned by the organization (Ferris et al., 2002). Examples of political behaviors include taking credit due to others' success, working behind the scenes to gain rewards not available using more legitimate tools, and stabbing others in the back so as to make progress (Ferris et al. (1989); Hochwarter et al, 2003). Congruent with accountability phenomenological perspective (Frink and Klimoski, 1998; Tetlock, 1992), theorists have generally argued that organizational politics perceptions, rather than objective reality, play the most significant role in influencing subsequent attitudes and behavior (Lewin, 1936). According to Ferris, King, Judge, and Kachmar (1991), ambiguity is an important workplace characteristic that provides opportunity for the development of detrimental types of politics. In highly ambiguous situations, employees are unsure of their work requirements and are unable to specify behaviors required for obtaining rewards. Individuals are, therefore, required to engage in unsanctioned behaviors believed to establish a link between behaviors and subsequent rewards, regardless of its cost for other individuals in the organization. Although political behaviors are potentially a positive opportunity in certain situations (Cropanzano et al., 1997; Hochwarter, 2003), research indicates that they will likely have negative effects on employees' psychological states, especially when employees have a vague view of behaviors they are required to conduct (Ferris et al., 1996). Accordingly, we expect employees held accountable to their work in highly political environments experience decreased job satisfaction, because workplace patterns hinder the employees' ability to secure expected rewards, approval, and other rewards associated with

accountable individuals in less political settings (Breaux et al., 2009, p. 311).

The research conducted on the perceptions of organizational politics outcomes came up with the conclusion that these policies have a negative effect on different organizational outcomes such as job satisfaction (Ferries and Kachmar, 1992; Valle and Perrewe, 2000), tendency to give up (Cropanzano et al., 1997; Kachmar et al., 1999), organizational citizenship behavior (Vigoda, 2007), and organizational functioning (Witt, 1998). Tetlock (1991) proposed that accountability for actions is an unavoidable and essential component of all decision-making environments, and individuals inherently seek respect and approval from those to whom they are accountable. As a result, validating and recognizing employees' efforts will have positive effects on their psychological states (e.g., job satisfaction). Nonetheless, if employees feel that the rules and processes for demonstrating personal worth are vague or manipulated by others for self-gain, they will likely show adverse affective reactions (Cropanzano, 2006). Especially, uncertainty regarding job requirements will produce negative responses to accountability, since employees are not certain which behaviors are likely to increase access to the desired results (e.g., respect, approval, and reward; Cummings and Anton, 1990). Therefore, ambiguity regarding methods accepted by the organization to accomplish tasks may counteract the other positive effects of felt accountability that could, otherwise, have existed (Hall et al., 2003). In fact, previous research has revealed that ambiguity can lead to decreased job satisfaction and increased tension (Jackson and Schuler, 1985, cited by Breaux et al., 2009, p. 310).

Breaux and his colleagues (2009) conducted a research on examining the moderating role of perceptions of organizational politics on accountability-job satisfaction relationship across three studies. The study included individuals who take up a wide variety of working fields (occupations such as workers, employees, professional staff, middle-level and upper-level managers) so that the generalization of data could be possible. After controlling for demographic factors (i.e., age, gender, and work experience) and emotions (e.g., positive and negative), the results indicated that accountability predicted unfavorable levels of job satisfaction when coupled with increased organizational politics perceptions. Perimchand (1999) carried out a study on employees' accountability in the public sector. In this study, employees' accountability contained two components which included determining organization goals and employees' higher ability for accomplishing this goal. The results of this study indicated a significant relationship between these two components and

employees' accountability. Hall et al. (2003) conducted a study on the relationship between accountability and employees' psychological and behavioral outcomes. The results of this study revealed that there was a significant association between accountability and psychological and behavioral outcomes. The employees answerable to their supervisors were more likely to need higher performance, more accuracy, and more attention. Frink and Klimoski (1998) investigated the extent of employees' accountability to supervisors and its relationship with their job satisfaction in a big productive company. They maintained that organizations and companies always create obligations for their employees' accountability and, indeed, if they have sufficient motivation and desire to remain in a job, to this extent, accountability will evidently result from the level of their job satisfaction, supplying financial resources, and their attitudes toward their job. Frink and Ferris (1999) conducted a research on the relationship between accountability and work outcomes of employees. The results displayed that those receiving more accountability reflect working behaviors with higher levels than those who are less accountable. Sorenson (2009) carried out a study entitled "investigating the relationship between job satisfaction and accountability" among nurses with clinical responsibilities. They found that there existed a relationship between accountability and job satisfaction and they are interdependent. Lacy and Sheehan (1997) investigated job satisfaction among faculty members of Australia, Germany, Hong Kong, Mexico, Switzerland, England, and the United States. Their research results revealed that such environmental factors as work setting, the relationship with coworkers, and the faculty members' status within the community play a significant role in their job satisfaction.

Research method

This study employed a descriptive correlation method and the statistical population consisted of all 352 faculty members of Urmia University including definitive- formal, experimental-formal, and contractual in 2012 academic year. Using stratified sampling method compatible to the sample, 188 people were selected as statistical sampling. After determining content validity and reliability coefficient by educational science and management experts approval, the questionnaires were distributed among professors.

Measuring Instruments: The main instrument used in this study for gathering data, based on the research variables, was questionnaire. For designing this questionnaire, the previous research and related scientific texts were utilized. This scale is developed

based on the Likert's 5 scale model which includes: strongly disagree, disagree, neither agree nor disagree, agree, and strongly agree.

Accountability questionnaire: Accountability was measured by using eight-item scale adapted from Hochwarter et al. (2003) scale and this questionnaire was developed by applying previous research and scientific texts.

Perceptions of organizational politics questionnaire: We employed a scale called "Perception of Organizational Politics Scale (POPS)" developed by Kachmar and Karlson (1997) to measure organizational politics perceptions. The original questionnaire consisted of 15 questions one of which was eliminated after careful scrutiny by professor's agreement, consequently, it was reduced to 14 questions.

Job satisfaction questionnaire: We used Brayfield and Rothe's (1951) questionnaire to measure the degree of job satisfaction. The previous research and scientific texts were used for designing the questionnaire. The original questionnaire comprised 11 questions which were reduced to 5 after careful scrutiny by professor's agreement.

Determining the reliability and validity of measuring instruments

Reliability coefficient of accountability, organizational politics perceptions, and job satisfaction questionnaires was 0.788, 0.85, and 0.81, respectively which was assessed by using Cronbach's alpha through SPSS software. In this study, reliability was examined by supervisor, advisor, and a number of educational management field experts through testing measurement instrument. Furthermore, Lizerl version 8/5 software was utilized to examine construct reliability of aforementioned questionnaire by using confirmatory factor analysis.
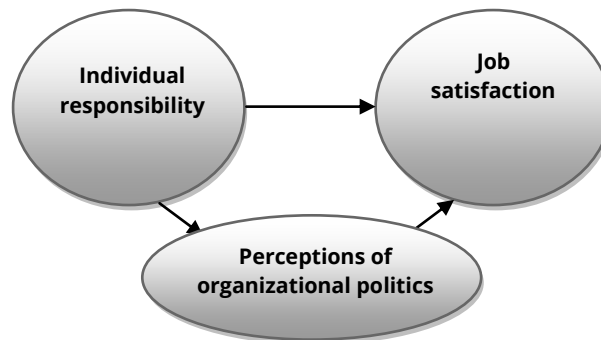

Figure 1. Conceptual and Theoretical Model of the Relationship between Research Variables

RESULTS

In the present study, about 84 % of faculty members were composed of men and 16 % women, the majority of which (69 %) were assistant professors within the average age of 42. Moreover, in order to test the construct validity of questionnaires, confirmatory factor analysis was employed by using Lizerl version 8.5 software. Lambra coefficients procured by t-test at significant level of 0.05 indicates that factor loads of observed variables are significant. For measuring validity coefficients and assessing internal consistency of questionnaire variables, Cronbach's alpha method was applied. Validity coefficients of individual accountability, perceptions of organizational politics, and job satisfaction questionnaires were 0.788, 0.85, and 0.81, respectively. Therefore, all three questionnaires had a high validity.

Table1. Correlation Coefficient among Variables

Row	Questions	Correlation Coefficient (R)	Sig level	Number	Test result	
					Confirm	Fail
1	Personal accountability with job satisfaction	0.353	0.0001	188	*	
2	Personal satisfaction with organizational politics perceptions	- 0.146	0.046	188	*	
3	**Job satisfaction with organizational politics perceptions**	**0.340**	**0.000**	**188**	*****	

Examining the study hypotheses

Table 2 displays correlation coefficient between each variable. According to the results, there exists a positive significant relationship between individual accountability and job satisfaction as well as job satisfaction and organizational politics perceptions by 99% confidence, whereas there exists a negative significant relationship between individual accountability and organizational politics perception with 95 % confidence. This means that as organizational politics perception increases, individuals accountability decreases, and as organizational politics perception reduces, individual's felt accountability augments.

Hypothesis 1: Felt accountability and organizational politics perceptions play a predictive role in faculty members' job satisfaction. Stepwise multiple regression analysis was employed to examine this hypothesis.

Table 3 shows the results of regression analysis for predicting job satisfaction via felt accountability and perceptions of organizational politics variables. This was done in two steps: First, we only entered felt accountability variable into the equation as a predictor of job satisfaction. The findings revealed that felt accountability can alone clarify 12% of the variations and has a correlation of 0.353 with job satisfaction at significant level of p <0.01. In the second step ,at the same time of re-entering felt accountability, we entered perceptions of organizational politics variable into the analysis. The findings indicated that felt accountability along with the organizational politics perception clarified 21 % of job satisfaction variations and has a 0.495 multiple correlation with job satisfaction at the significant level of p <0.01. Based on this, the equation beta coefficient for felt accountability is equal to 0.313 and for organizational politics perceptions equals to -0.296 both of which are significant at p <0.01. Considering the obtained results from the table, It can, therefore, be concluded that the research hypothesis, which stated that felt accountability and organizational politics perceptions play a predictive role in faculty members job

satisfaction, was confirmed. This means that felt accountability predicts 12 % of job satisfaction variations and organizational politics perceptions predicts 21 % of job satisfaction variations.

As it can be seen in Table 4, the most important Fit Indices of Standardized fitness Index (NFI) and Comparative Fit Index (CFI) are more than 0.9, whereas The Root Mean Square Error of Approximation (RMSEA) is less than 0.1. This confirms goodness -of- fit model.

Hypothesis 2: Perception of organizational politics plays a predictive role in accountability- job satisfaction relationship.

This hypothesis was analyzed by using multiple moderating regression. This table manifests the results of moderating regression. The results indicate that accountability (β= 0.313, P<0.05) and perceptions of organizational politics (β=-0.296, p<0.05) predict job satisfaction. In the second step, interaction of accountability-organizational politics perceptions entered the equation meaning that this interaction is not significant. In other words, this hypothesis was not confirmed.

Table 2. Results of Multiple Regression Analysis of Felt Accountability by Using Step-by-Step Entry Method

Predictive variables	Criterion variable	Statistical indicators				Regression coefficients	
		R	R2	F	P	Felt accountability	Organizational politics perception
Felt accountability	Job satisfaction	0.353	0.125	26.5	0.000	β 0.353	---
						T 5.1	---
						P= 0.000	---
Organizational politics perception	Job satisfaction	0.459	0.211	24.7	0.000	β 0.313	β - .296
						T 4.7	T 4.4
						P= 0.000	P= 0.000

Table 3. The Value of Model Fit Indices in Path Analysis of Job Satisfaction Predictive Direction

Model Fitness Index	Recommended value	Final model	Conclusion
Chi square	P≥ 0.05	3.534	Has fitness
Ratio of degree of freedom to chi square	≤ 1	0.282	Has fitness
Standardized fitness Index (NFI)	≥0.90	0.926	Has fitness
Comparative Fit Index (CFI)	≥0.90	0.944	Has fitness
The Root Mean Square Error of Approximation (RMSEA)	**≤0.10**	**0.011**	**Has fitness**
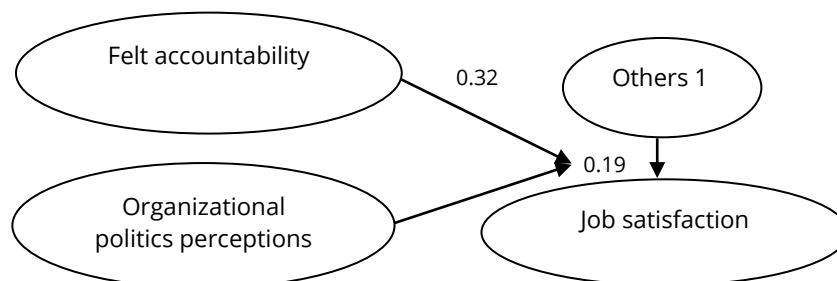
0.30

Table 4. Results of Moderating Regression Analysis for Predicting Job Satisfaction

	β	ΔR^2	Significant level
First step: main effects			
Accountability (A)	0.313	0.096	0.000
Political skill (P)	-0.296		0.000
Second step: interaction A×P	0.039	0.002	0.55
N	188		

DISCUSSION AND CONCLUSION

Correlation coefficient between paired variables demonstrated a positive significant relationship between individual accountability and job satisfaction as well as between job satisfaction and organizational politics perceptions. But there exists a negative significant association between individual accountability and organizational politics perceptions; that is, increased perceptions of organizational politics results in decreased individual felt accountability and reduced perceptions of organizational politics brings about heightened individual felt accountability. In addition, regression analysis results for predicting job satisfaction through felt accountability and perceptions of organizational politics perceptions variables revealed that felt accountability alone can clarify 12 % of job satisfaction variations, and felt accountability coupled with organizational politics perceptions can determine 21 % of job satisfaction variations. On the other hand, the results of moderating regression also suggest that accountability and the perception of organizational politics can predict job satisfaction, but accountability-perceptions of organizational politics interaction is not significant. The results of this study are consistent with Teymouri et al. (2007) study which found that faculty members had a high job satisfaction and had favorable satisfaction with their work nature, but were to a favorable extent satisfied with supervision manner, job security, salary, and benefits; whereas, they were less satisfied with promotion opportunities and physical conditions. Furthermore, except for the gender, this study is consistent with Karimi's (2006) results who found that faculty members were relatively satisfied with their jobs, and job satisfaction of female faculty members was significantly higher than male faculty members' job satisfaction. None of individual characteristics (age, record, and educational degree) had a significant relationship with job satisfaction. Lacy and Sheehan (1997) have also examined job satisfaction of faculty members of different countries. Their research result demonstrated that environmental factors such as workplace, relationship with coworkers, status and position of faculty members within the community played a significant role in faculty members' job satisfaction. As it can be seen, research hypotheses, except the last one, are confirmed; that is, there exists a positive and significant association between accountability and job satisfaction which means that as accountability increases, job satisfaction also promotes. These results are in line with Sorenson et al. (2009) findings which examined the degree of employees' accountability to supervisors and its relationship with their job satisfaction. They stated that organizations and incorporations always establish requirements for their employees' accountability and, if they have sufficient motivation and desire to remain in a job, to this extent, accountability will evidently result from the level of their job satisfaction, supplying financial resources, and their attitudes toward their jobs. Moreover, this study has a direct linear relationship with Hall et al. (2003) study who found a significant relationship between accountability and psychological-behavioral outcomes. The employees accountable to their supervisors, were more likely to demonstrate higher performance, accuracy, attention, and more satisfaction. In their study, Frink and Klimoski (1998) have pointed out that the more employees have sufficient motivation and desire to remain within a job, the more they are accountable to their job. This study is also consistent with Breaux et al. (2009) study, since they also found a positive relationship between job satisfaction and accountability.

Breaux et al. (2009) came up with the conclusion that the more the individuals with higher perception of organizational politics are made accountable to their job, the more their job satisfaction will reduce, and the individuals with lower levels of job politics will have increased accountability along with heightened job satisfaction. Since this study was conducted in a western context, it is likely that its result will be different from those conducted in Iran due to different cultural context. Another reason lies in the fact that the current study was carried out among faculty members; therefore, their scientific level and

job inviolvement may be different from other organizations. But Breaux et al.'s study was conducted across three different studies with a wider population including various individuals with different organizational positions. Furthermore, in all three studies the proportion of female respondents was higher than male respondents; therefore, it is different from our society in which the majority of respondents consisted of males. In addition, in all three studies affectivity tests were taken and employees' psychilogical states were reported; consequently, this makes the control of other variables possible.

Suggestions for further research

Universities and other organizations contribute to the improvement of accountability process and job satisfaction among employees and faculty members so that they can hinder probable consequences.

Universities and other organizations contribute to a better understanding of organizational politics and its role for employees and faculty members.

Authorities, head of organizations, and job holders become aware of the role of organizational politics perceptions in a better development of organization and plan on the basis of these principles.

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