

The Effect Of Perception Of Organizational Politics And Work-Family Conflict On Job Stress And Intention To Quit:The Case Of Adjunct Faculty Members In One State University

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The Effect Of Perception Of Organizational Politics And Work-Family Conflict On Job Stress And Intention To Quit: The Case Of Adjunct Faculty Members In One State University

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Abstract: This study aimed at analyzing the influence of perception of organizational politics (POPs) and work-family conflict (WFC) on job stress (JS) and intention to quit (ItQ) within the setting of adjunct faculty at Jambi university. POPs and WFC were studied as work-level antecedents, with JS being individual-level antecedents and ItQ being the consequence of POPs and WFC. An inferential research design through a cross-sectional study was used since the data were collected at one point in time. It was conducted on adjunct faculty from 13 faculties at Jambi university by filling an online questionnaire. 192 adjunct lecturers were taken as respondents (44% male, 56% female). The findings imply that POPs have a direct influence on JS and ItQ. POPs also have an indirect influence on ItQ through JS. Similarly, WFC has a direct influence on JS and ItQ. It also has an indirect influence on ItQ through JS while JS has a direct influence on ItQ. It suggests university leaders need to reconsider and / or restructure the work environment - and to start an organization effectiveness program. The work environment is the source of JS and ItQ. Redesigning work and arranging flexible schedules may reduce JS and ItQ.

Keywords: Perception of organizational politics; Work-family conflict; Job stress; Intention to quit.

1. INTRODUCTION

Higher education institutions have experienced significant financial difficulties due to economic recession since 2018 (Kelderman, 2009). [1] Such also happened in Indonesia. To solve it, the Indonesian government has made various endeavors and launched various regulations and policies. One of the policies is the Law on Higher Education 2012. It demands that in addition to academic autonomy, universities should also have non-academic autonomy such as earning money for themselves. Law number 12 year 2012 Article 65 and Government Regulation (PP) number 4 year 2014 article 27 divides the scheme of management of state universities (PTN) into: a. PTN in general state financial management schemes or recognized by PTN-SATKER (Work Unit of State Universities) or PTN PNBP (State Universities under Non-Tax State Revenue Scheme), b. PTN with the scheme of financial management of public service bodies or PTN-BLU, and c. PTN as a legal entity or PTN-BH. Due to differences (in service tariffs, financial reporting schemes, study program administration and HR management), each PTN group has a different organizational politics, resulting in varied organizational political perception projected by each university its faculty (lecturers). Since Ferris et al. (1989) presented a model about organizational political perceptions (POPs model), many of the research results have been garnered. The POPs model records three general antecedent categories that influence individual perceptions towards organizational politics: organizational influence, work / work environment, and personal influence. [2] Research on organizational factors gives consistent support to centralization and

formalization as predictors of political perception. However, such consistent support frequently does not get attention within the level of hierarchy and size of the organization. Besides, the support for control span and trade unions is also absent. In relation with it, research on the influence of the work / work environment shows that advancement opportunities, interactions with supervisors, and interactions and coworkers are well connected to organizational political perceptions. Other important components to POPs are mixed support for work autonomy relationships, skill variations, and feedback. Research on personal influence seems to have produced the fewest significant results. The only variable of personal influence believed to be consistently related to perceived politics is Machiavellianism. [3] With regard to outcome measures in the POPs model, political perceptions appear to indicate a consistent relationship with job anxiety / job tension and job satisfaction. Nonetheless, relationships of POPs with organizational withdrawal (i.e. intentions for turnover, turnover, absenteeism), political behavior, and organizational citizenship behavior vary. The relationship of political perception with results has been shown to be moderated through an understanding in the way originally hypothesized in the Ferris et al.'s Model. (1989). [4] Age, sex, organizational tenure, race, and political perception have also been proven to be moderating the relationship between political perception-outcome. Based on Ferris POPs, this study examined the influence of organizational political perceptions (POPs) and work-family conflicts (WFC), on job stress (JS) and intention to quit (ItQ) in the context of adjunct faculty at Jambi university. This study investigated the relationship between POPs and WFC on two levels of antecedents and consequences simultaneously. POPs and WFCs were studied as work-level antecedents; JS was studied as individual-level antecedents; and ItQ was considered a consequence of POPs and WFC.

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2. REVIEW OF LITERATURE

Perception Organization Politics (POPs) Organizational politics is a prevalent and unavoidable part of an organization's social order (Pfeffer, 2013). [5] Politics is a widespread phenomenon in organizations, with 88% of managers reporting it within their organizations (Buchanan, 2008). [6] Organizational politics is a social impact where behavior is intended to capitalize on short-term or long-term interests, whether consistent with or at the cost of the interests of others (Miller et al., 2008a). [7] The way in which workers comprehend organizational politics, and the consequences of perception has been investigated by examining organizational political perceptions (POPs), defined as individuals' subjective evaluations of the extent to which the work environment is characterized by coworkers and supervisors who exhibit selfish behavior (Ferris and Kacmar, 1992). [8] Based on this definition, organizational politics belongs to antecedents of perceived politics. Organizational politics is the action taken in an organization to obtain, develop, and use power and other resources in ways that lead to personal favored results (Mintzberg, 1985). [9] Highly political organizations reward employees who: a) engage in powerful influence/self-promotion tactics, b) take recognition for the work of others, c) are strong coalition members, and d) have networks with high-achieving allies. Although there are different conceptualizations of organizational politics, a theme shows concern with selfish behavior that is not accepted by an organization (Valle and Perrewé, 2000). [10] POPs are employees' perceptions of selfish behavior displayed by dominant organizational members regarding the manipulation of organizational rules and policies to serve some individuals at the cost of others (Kacmar and Ferris, 1991). [11] According to Tlaiss (2013), organizational politics suggests individual actions that have an influence on the actions, behavior, and decision-making processes. [12] The ingenious usage of control by individuals for personal interests in organizations can be associated with organizational politics (Bouckenoghe et al., 2015). [13] Monitors can both politically use their power and interfere with the decision-making process (Baloch et al., 2017). [14] The results lead to some damaging consequences for the organization, including decreased job satisfaction, motivation levels, work-related tensions and high turnover intentions (Daskin and Tezer, 2012). [15] Elbanna (2016) sees the importance of organizational politics as a behavior that is shown because something that is vital is risky for people who have achieved or lost the situation. [16] However, research shows that teamwork can reduce the detrimental effects of perceived organizational politics (Butt et al., 2013). [17] Zhonghua and Chen (2014) also describe organizational politics as a dynamic that impacts social relations in which employees involve themselves in exploiting direct opportunities to fulfill their own interests. [18] Ferris et al., (1989) developed a theoretical POPs model on the basis of the premise that behavior is driven by the perception of reality (Kurt Lewin, 1936) rather than by the occurrence of objective political behavior. The model implies that organizational factors (e.g. centralization, delegation of authority, and range of control), workplace environment, and individual factors contribute to POPs - which in turn affect individual work attitudes and behaviors. Further studies scrutinized various relationships proposed

in the model. Through such model, the effect of POPs on work stress and intention to quit was investigated. Although organizational politics may be healthy, not all scholars and practitioners come to an agreement that a politically motivated work environment causes widespread damage (Kiewitz et al., 2009). [19] Both single studies and meta-analyses support the dominant view of political perception as a cause for pressure (LePine et al., 2005) [20] that is disruptive and demeaning (Chang et al., 2009a). [21] Ferris et al. (1994) identified organizational politics as a trigger for environmental stress and suggested that employees who understand this activity undergo higher levels of psychological tension (e.g. anxiety and work tension). [22] In response, many studies suggest that stress is an explanatory mechanism by which POPs are related to results (Chang, Rosen, & Levy, 2009). [23] Researchers have suggested various stress theories to explain the processes in which politics has an effect, including job demand resources (Ganster et al., 2011), [24] person-environment fit (P-E fit) (Christiansen, Villanova, & Mikulay, 1997), [25] and assessment and coping (Perrewé, Rosen, & Maslach, 2012). [26] However, more often than not, researchers have shown similarities between political patterns and the possibility of stress, without explicit recognition of certain stress theories (Gilmore, Ferris, Dulebohn, & Harrell-Cook, 1996). [27] Indeed, there is a great resemblance between organizational politics and stress. Schuler (1980) suggested that certain environmental conditions or causes of stress in work stress may result in tension. Tension is categorized as an effect in the form of psychological, physical and behavioral stresses. Psychological effects include anxiety, tension, depression and boredom while physical effects include cardiovascular disease, cancer and heart attacks. Further, behavioral effects include abnormal alcohol intake and aggression. [28] POPs are work environment stressors, which produce the most prominent psychological tension, which is work anxiety. The majority of Organization Politics (OP) scholars have studied the relationship of OP with work stress (Vigoda and Talmud, 2010). [29] Hulin (1991) has introduced two procedures of withdrawal behavior; they are: psychological withdrawal and physical withdrawal. Psychological withdrawal is a condition in which an employee is physically present at work but mentally absent (disengagement). Physical withdrawal refers to the actual withdrawal from an organization. The relationship between the precursors of employee withdrawal behavior and the actual employees' turnover is mediated by their intention for the turnover itself (Mobley et al., 1978). Higher POPs result in higher levels of intention for people to leave the organization (Randall et al., 1999). [30] Although POPs are positively related to employee intentions to leave office, its relationship with psychological withdrawal is stronger in public sector organizations. Many researchers have examined the effect of POPs on intention to quit, but the results are inconsistent, with some showing a variety of positive relationships (Hochwarter et al., 1999), [31] no effect (Cropanzano et al., 1997), [32] and negative relationship (Larwood et al., 1998). [33] Agarwal (2016) found a negative relationship between the perceived political environment and the intention to quit. [34] Because politics increases burden to the environment, people may feel better leaving the organization (Vigoda-Gadot and

Drory, 2006). [35] When perceptions about politics are high and are coupled with the disappointments that accompany them, higher turnover intentions will emerge (Morris et al., 1989). [36] From the description above, a hypothesis is proposed:

H₁: There is a direct influence between POPs and JS.

H₂: There is a direct influence between POPs and ItQ.

17 **Work-Family Conflict (WFC)** According to Voydanoff (2005), work-family conflict (WFC) refers to the cognitive evaluation carried out by an individual from his work, family, resources, and requirements. [37] French et al., (2018) state that WFC refers to employee perceptions about conflicts arising from clashes between work challenges and family problems, which can occur in two directions: work that interferes with family (W_F) or family that interferes with work (FIW)). [38] Further, Netemeyer et al. (1996) suggest that work-to-family conflict refers to a form of inter-role conflict in which general demands, time devoted to, and pressure created by work interfere with the implementation of family-related responsibilities. In contrast, family-to-work conflict refers to a form of inter-role conflict in which general demands, time devoted to, and pressure created by families interferes with the implementation of work-related responsibilities." [39] **5** day, most employees experience work-family conflicts due to changing nature work and workforce. There have been many changes in the workplace over the past three decades in terms of increased working hours, work shifts, schedule flexibility, and employers' access to employees due to technological advances (e.g. access to e-mail after regular working hours) (Bianchi & Milkie, 2010). [40] In addition, the current workplace is getting more diverse in terms of the sex, race, and marital status of employees (Perry-Jenkins, Newkirk, & Ghunney, 2013). [41] Greenhaus and Beutell (1985) further maintain that conflicts can occur when: the time spent on the requirements of one role makes it difficult to fulfill the requirements of the other, the pressure of participation in one role makes it difficult to fulfill the requirements of another, or the specific behavior required by one role makes it difficult to fulfill the requirements of the other. [42] WFC has been examined in hundreds of empirical, experimental and analytical studies. In the literature, various antecedents and consequences of WFC have been identified (Frone et al., 1992). [43] A meta-analysis was conducted to investigate the relationship between three pairs of antecedents (demand / control, autonomy / hours spent in the work and family domain as well as excessive roles / flexibility) and WFC. In addition, some analyzed how and to what extent WFC influences employee attitudes (i.e. commitment), behavior (i.e. performance) towards work, family, and their career consequences (Eko, et al., (2019). [44] Work and family demands were found to be positively related to WFC, while controls held at work or family would be negatively related to WFC. Excessive roles at work and family were related to WFC - while those who had flexibility from work schedules would be negatively related to WFC. Besides, WFC is negatively related to employee career development outcomes. Work-family conflict is a manifestation of inter-role conflict in the form of negative effects from the work-to-family domain (Byrne and Barling, 2017). [45] This essentially determines the level of stress for employees when they spend more time working, which results in less

time available to the family. The conflict between both roles - work and family - is unavoidable as they draw in the contrary course, which is completely dissenting with each other. It is because the two areas differ in demands, priorities, norms, expectations and requirements (Shaffer et al., 2016). [46] Thus, work-family conflict is a stress variable that emerges when a person spends more time at work, leaving a conflict with family demands. Recent research has paid much attention to the relationship between work-family conflict and stress. Indeed, there is ample evidence that work-family conflict has a significant impact on the physical, behavioral and cognitive-emotional well-being of individuals (Kiráne & Buckley, 2004), [47] with one of the most significant negative results being expressed as a rise in stress at work (Frone et al., 1992). [48] Similarly, Dewe et al. (2010, p. 95) state that work-life conflicts as particular type of stressor. [49] Likewise, Friedman (2006) explains how conflict itself creates tension and stress. [50] Hence, the roles of work and family are inversely proportional to each other, giving time to one role to cause conflict with other roles (Hughes et al., 1992). [51] Ahmad (2008) found that work-family conflict is a stress factor and can reduce performance and behavior that might quickly cause fatigue (Ahmad, 2008). [52] This work-family conflict increases work stress, especially for working mothers who usually also do most of the housework (Lam, McHale, & Crouter, 2012). [53] Work-family conflict is positively related to emotional exhaustion - whereas family-work conflict is negatively related to life satisfaction and affective commitment, yet positively related to intention to move (Zhang, et al, 2012). [54] Increased WFC has been shown to have harmful effects: reduced job satisfaction and increased turnover (Su-Ying Pan, Ying-Jung Yeh, 2019). [55] Brunel and Grima (2010) found a positive relationship between work-school conflict, stress, and turnover intentions. [56] Lambert, Hogan, and Altheimer (2010) examined the relationship between work-family conflict and work fatigue. They found that the greater the family-work conflict is, the greater the work fatigue one experiences. [57] Rupert, Stevanovic and Hunley (2009) found that work-family conflict and family-work conflict are significantly related to three saturation subscales. In particular, higher work-family conflicts and work-family conflicts are associated with lower feelings, personal achievement, greater emotional exhaustion and greater client depersonalization. [58] Work-family conflict tends to be positively related to stress (Rabenu. E, et al, 2014). [59] From the description above, a hypothesis is proposed:

H₃: There is a direct influence between WFC and JS.

H₄: There is a direct influence between WFC and ItQ.

Job Stress (JS) The nature of work has transformed since the 1970s. Economic, technological, legal, political and other changes have had a substantial effect on work in organizations; these changes may have implications for the distribution of work stress between jobs (Tausig, M et al, 2015). [60] Job stress (JS) refers to the emotional release of an employee from his job which creates dissatisfaction with personal and professional lives, achievements and conflicts of work life (Ben-Porat and Itzhaky, 2015). [61] JS is generally known as a serious issue for organizational managers because job stressors likely contribute to organizational inefficiency. In addition, it can also cause

employees to be under a lot of pressure of various work stressors. Likewise, work stressors cause organizational inefficiency, high staff turnover, absence due to illness, decreased performance quality, increased health care costs and decreased job satisfaction and job productivity (AmnaAnjum and Xu Ming, 2018). [62] One of the results of an organization ³²at is affected by work stress is performance. JS is a mental and physical condition that affects one's productivity, effectiveness, person ³² health, and quality of work. JS victims undergo lower quality of work life and performance. The perilous and costly consequences of stress indicate the need for strategies ¹⁵ limit stressors in an organization. Organizations which do not adopt strategies to reduce stress might find their employees looking for other better opportunities. Conflicts of stress due to overwork, long hours at work and work intensification have a profound effect and often damage organizations in developed countries (Alarcon, 2011). [63] A review of the research literature on JS shows that work stress is an active research topic since it has the potential to jeopardize personal health and organizational effectiveness (Louis Tze-NgaiVong et al., 2018). [64] Although ⁴¹ can be caused by many reasons, such reasons can be broadly divided into two categories: personal aspects and organizational aspects (Takahashi and Takahashi, 2010). [65] Personal factors include - but not limited to - individual coping abilities (Dhar and Dhar, 2010), [66] locus of control (Huang, 2006), [67] type A behavior (Jamal, 2005), [68] traits of personality (Kim et al., 2007) [69] and self-esteem (Lee et al., 2013). [70] Furthermore, organizational factors include working conditions (Schreyer and Krause, 2016), [71] job demand and job control (Chiang et al., 2010), work creativity requirements (Hon, 2013) and supervisory support (Hon et al., 2013), [72] to name a few. JS effects cannot be taken for granted. Many studies have revealed its adverse effects on employee health and physiological well-being (Sang et al., 2013). [73] Individuals with a high stress level are found to suffer from cardiovascular disease (Welker-Hood, 2006), [74] poor mental health (Park et al., 2016), [75] headaches, fatigue, ulcers and blood pressure (Krone et al., 1989). [76] JS is also very detrimental to the psychological well-being of the employees. Previous studies have shown that stressed workers are more likely to suffer from low self-esteem, resulting in feelings of helplessness and hopelessness (Cooper et al., 2001). [77] They are also more likely to experience depression (Reed, 2014), [78] as well as anxiety, frustration and emotional exhaustion (Kim, 2008). [79] In addition, when employees cannot take advantage of work stress, they are more likely to experience work-family conflict (Lui et al., 2017). [80] Family-work conflict and organizational and operational factors impact work stress (Jessica C.M. et al., 2018). [81] The negative effect of JS on organizational performance is also widely noted. Common types of organizational dysfunction caused by stress include health care costs (Guthrie et al., 2010), [82] workplace accidents (Salminen et al., 2014), [83] job dissatisfaction (Rössler, 2012), [84] lower organizational commitment (Chiang and Liu, 2017), [85] poor service quality (Humborstad et al., 2007), [86] reduced productivity (Singh, 2000) [87] and shifting intentions (Hwang et al., 2014). [88] In education domain, JS is also experienced by teachers. Teacher stress can be

defined as unpleasant teacher experiences, negative emotions, such as anger, anxiety, tension, frustration or depression (Kyriacou, 2001, p. 28) resulting from the demands of teaching work, as well as the degree of discrepancy between these demands and one's ability to overcome them. [89] Stress among teachers is a prevalent problem, and may get worse (Liu and Onwuegbuzie, 2012). [90] One study found that up to a quarter of teachers found their work very stressful (Borg, 1990). [91] According to Henk M. van der Ploeg, (1989) teachers, administrators, managers and directors of educational institutions seem to be among those who have jobs that impose high demands on individuals, thereby increasing overall stress levels. Education managers are reported to be most depressed by overwork, and time pressures and deadlines. School managers are among the main stressors of their interpersonal relationships; and university managers seem to be particularly emphasized by unclear and ¹⁵licit decision making. [92] Universities are very prone to the adverse effects of pressure on staff, mostly due to the recent dramatic increase in workloads. Similarly, they are also affected by the last decade of rapid changes in the form of incorporation and reform due to the goals and activities that have accompanied these changes (Christopher F. et al., 1996). Henk M. van der Ploeg reported that the general staff was the most agitated; technical staff and middle and junior administrative staff were the most disturbed; and junior academic staff experienced the most work stress. The library staff was absent almost every day due to illness and their medical treatment appointments. Younger staff were more anxious and disturbed than older staff. Staff aged between 31 and 40 suffered the most from work pressure, perhaps suggesting they fought in frustration to pursue promotion opportunities. [93] In addition, JS teachers have been proven to experience direct and negative influence ²⁵ job satisfaction (De Nobile and McCormick, 2006). [94] Liu and Ramsey (2008), for example, found that stress due to poor working conditions (inadequate time for planning and preparation and heavy teaching burdens) had the strongest influence on teacher job satisfaction. [95] High stress levels, however, are an unavoidable consequence of challenging conditions. Simple but persistent gender differences in JS are generally found, with female teachers reportedly having greater stress than male teachers. It is possibly due to higher overall workloads and greater conflicts between work and family roles (Greenglass and Burke, 2003). [96] With regard to JS, many studies provide consistent evidence showing that JS is strongly related to the wish of employees to keep working (Gilles et al., 2014; Vong and Tang, 2017; Brom et al., 2016; Hwang et al., 2014). Specifically, they consistently reported a negative relationship between these two variables, which means that the higher the JS, the less the employee's desire to stay with the organization. From the description above, a hypothesis is proposed:

H₅: There is a direct influence between JS and ItQ.

Intention to Quit (ItQ) Employees' intentional and unintentional desires to leave their organization are generally defined as intention to quit (ItQ) - and are a significant precursor to turnover decisions (Griffeth et al., 2000). [97] Based on Ajzen's planned behavior ⁵⁶ theory (2002), several turnover models suggest that turnover

intention is a reliable proxy and predictor of turnover behavior (Cohen et al., 2016). [98] Recent research also reports a consistent relationship between intention to move out from a current job and actual turnover (e.g. Peltokorpi et al., 2015). [99] One might argue that such intention has not yet been realized, but may have a negative effect on organizational effectiveness. Therefore, by identifying antecedents of turnover, employers can better monitor their employees' attitudes and perceptions and develop preventive mechanisms to better manage direct and indirect costs. Employee retention, especially skilled or professional workers, seems to be a local problem in several different fields. Employers must consider the risk of losing their trained employees who might leave better prospects in other organizations (Debowatanapaisal, D., 2018). [100] Discharge of employees not only affects normal operation and quality of work but also increases economic costs - both in terms of direct costs (e.g. replacement, recruitment and selection, resources, time management) and, perhaps more importantly, in terms of indirect costs (i.e. enthusiasm work, cohesion, commitment, pressure on the remaining staff, organizational memory). This is called as a loss of social capital (Boxall and Purcell, 2008). [101] Employee's ItQ has been widely explored. This shows that this variable is very important for organizational success and labor productivity. The results of such research can help management to evaluate the suitability of organizational structure, human resource management (HR) and management policies and strategies for preservation (Bernthal and Weitz, 2001). [102] In addition, Employee's ItQ can occur due to inadequate compensation, benefits, working conditions, low morale, and unsatisfactory recruitment practices (Aladwan, et al. 2013). [103] In addition, it is associated with the direct costs related to replacement, employment, management, recruitment and selection, as well as indirect costs resulting from low morale, pressure on other employees, training, service quality, and loss of social capital (Griffin and Moorhead, 2011). [104] Currently, there are many aspects that impact the ItQ variable. A study investigating the correlation between organizational environment, employee personality and ItQ shows that organizational climate has a significant connection with an employee's ItQ. Structure, responsibilities, rewards and support are negatively related to ItQ. In addition, they found that dominant and sociable personality significantly influence the relationship between organizational climate and ItQ (Liew and Sharan, 2008). [105] Work attitudes, promotion opportunities, and supervisory support predict employee ItQ (Fadi, et al., 2009). [106] Demographic characteristics such as age and experience have a positive relationship with ItQ (Mathis and Jackson, 2010). [107] Stressors such as work overload, organizational environment and job uncertainty lead to ItQ (Leontaridi and Ward, 2002). [108] In addition, institutional factors, labor composition, differences in compensation, efficiency wage, and incentives and benefits affect ItQ (Organization for Economic Cooperation and Development, 2008). [109] On the other hand, work-family conflict predicts job satisfaction and employee's ItQ. As well as other variables such as organizational tenure, supervisor support, overtime and shift time affect ItQ (Hajar et al., 2011). [110] They drew a conclusion that organizational mastery and employer's support to his employees' work performance

can minimize family-work conflict. ItQ with family-work conflict are insignificant influences (Karatepe, 2009). Job opportunities will most likely influence the level of ItQ. Personal responsibility has the lowest impact on employees' ItQ. Furthermore, demographic variables such as gender, age and educational background show a significant role as well as have a positive and significant relationship with employee's ItQ (Aladwan, et al. 2013). Supervision is strongly connected to employee's ItQ. The study also revealed that female employees intended to leave the organization more often than their male counterparts, especially when they considered their employers bad-mannered (Pradhan, et al., 2018). [112] Distributive justice, trust in the organization, and job security negatively affect turnover intentions. In addition, affective commitment mediates the effect of job security on turnover intentions (Wong & Wong, 2017). [113] Although there are many factors that influence the ItQ variable, further research on employee's ItQ is needed to identify appropriate steps to resolve this problem and provide more definitive information important to organizational management and HRM as well. From the description above, a hypothesis is proposed:

H₆: There is an indirect effect of POPs on ItQ through JS

H₇: There is an indirect effect of WFC on ItQ through JS

3. METHOD

Data collection procedure This study employed survey method. The survey was conducted on the population of Jambi university, particularly adjunct faculty comprised of 404 respondents from 13 different faculties: from small faculties to large faculties. Respondent participation was voluntary and strict anonymity was ensured for all respondents. A total of 404 people was asked to fill out an online-questionnaire through the academic information system of the Institute of Information and Communication Technology Development of the Jambi university for 3 months (June-July 2019). It turned out that only 192 of them (47.52%) filled out the online-questionnaire entirely. Thus, 192 data were available for statistical analysis. The qualifications of respondents ranged from master's degree (S-2) by 96% and doctoral degree (S-3) by 4%. The respondents were comprised of 56% women and 44% men, which showed that female adjunct lecturers still dominated the entire adjunct faculty at Jambi university.

Measures Perception of Organizational Politics. This variable was measured to adopt the Perception of Organizational Politics Scale (POPs) that was first developed by Kacmar and Ferris (1991) and later re-examined by Kacmar and Carlson (1994), which had been adjusted to respondent's condition. 6 items were used while the sample items were: "Favoritism rather than merit determines who gets ahead around here". Respondents reported the degree to which they agreed with the items. The scale ranged from 1 (strongly disagree) to 4 (strongly agree), so that a higher score meant a stronger perception of organizational politics.

Work-Family Conflict (WFC). This variable was measured to adopt WFC scales developed by Netemeyer, R.G., Boles, J.S. and McMurrian, R. (1996), which had been adapted to the conditions of the respondents. 5 items were used while sample items were: "The demands of my work interfere with my home and family". Respondents reported the degree to which they agreed with the items.

The scale ranged from 1 (strongly disagree) to 4 (strongly agree), so that a higher score meant a stronger WFC. Job Stress (JS). This variable was measured with the job stress scale (JSS) developed by Lambert, E.G., Hogan, N.L., Camp, S.D. and Ventura, L.A. (2006), which had been adjusted to the condition of the respondent. 5 items were used while sample items were: "I lot of time my job makes me very frustrated or angry". Respondents reported the degree to which they agreed with the items. The scale ranged from 1 (strongly disagree) to 4 (strongly agree), respondents who scored high on these scales can be interpreted as the ones who exhibited high levels of job stress. Intention to Quit (ItQ). This variable was measured using three items modified from the three items proposed by Hunt et al. (1981) and was once used by Mauricio A. Valle Gonzalo A. Ruz Samuel Varas. (2015). The options for this question were: I would rather keep working here anyway; I might keep working here; It is not something that worries me at all; Maybe I will stop working here; In any case I would prefer to stop working here. Respondents reported the degree to which they agreed with the items. The scale ranged from 1 (strongly disagree) to 4 (strongly agree), so that a higher score meant a stronger intention to quit. Data analysis To test the causality relationship between variables, a path analysis was employed. The research data were analyzed using the Statistical Package for Social Sciences version 22.0 (IBM SPSS Statistics). To determine reliability, each item on each variable was assessed using the Cronbach's Alpha coefficient. To test hypotheses about direct and indirect effects, a path analysis was used through AMOS (Analysis of Moment Structure) software version 18.00.

4. RESULTS

Sample characteristics Characteristics of the sample are presented in TABLE 1. The sample is dominated by women (54%); this reflects the characteristics of adjunct faculty at the Jambi university is dominated by females. As many as 98% of respondents aged over 26 years, 72% of them experienced more than 26 years as an adjunct lecturer - and 96% of them had a master's degree.

TABLE1. Summary of Descriptive Statistic Sample Characteristics

Variable		Obs.	Number	Percentage	Cumulative
Gender	Male	192	84	44	44
	Female		108	54	100
Age	< 25	192	4	02	02
	> 26		188	98	100
Experience	1-2 Year	192	54	28	28
	>3 Year		138	72	100
Educational Qualifications	Master	192	184	96	96
	Doctorate		8	04	100

Assumption Test Normal P-P plot of Standardized Residual plot of regression shows the distribution of data around the diagonal line and it is diagonally distributed (bottom left to top), so that the assumption of normal data distribution is fulfilled. The analysis shows that each independent variable has an inflation factor variance (VIF) value of less than 5 (POPs 4.282, WFC 1.585, JS 6.456, and ItQ 1.781). Thus, it can be stated that all variables did not occur with

multicollinearity symptoms. In the autocorrelation test it was known that the Durbin Watson value was 2,680. Thus, it can be concluded that there are no autocorrelation symptoms. Furthermore, based on the Park's test results to see whether there were heteroscedasticity problems, the results showed there was no heteroscedasticity. Validity and Reliability The results of the validity and reliability tests are presented in TABLE 2. The results of the validity test using the corrected item-total correction approach show that all items used in this study are valid at the 0.01 level. It is indicated by the calculated 'r' value for each item that is the same and greater than the critical 'r' of 0.1184. Thus, all empirical indicators items can be used in further data analysis. Then, based on the Cronbach alpha (α) value, it shows that all the variables studied fulfilled the reliability element with the Cronbach alpha value (α) because it is greater than 0.60 (Now 2000).

TABLE2. Summary of test validity & reliability results

Variable	Item	Correlation		Status	Reliability	
		r	Sig.		Alpha Cronbach	Status
Perception of Organizational Politics	POPs-1	0,686	.00	Valid	0,696	Reliable
	POPs-2	0,312	.00			
	POPs-3	0,698	.00			
	POPs-4	0,711	.00			
	POPs-5	0,722	.00			
	POPs-6	0,367	.00			
Work-family conflict	WFC-1	0,884	.00	Valid	0,907	Reliable
	WFC-2	0,911	.00			
	WFC-3	0,938	.00			
	WFC-4	0,926	.00			
	WFC-5	0,628	.00			
Job stress	JS-1	0,689	.00	Valid	0,691	Reliable
	JS-2	0,751	.00			
	JS-3	0,802	.00			
	JS-4	0,358	.00			
	JS-5	0,763	.00			
Intention to Quit	ItQ-2	0,689	.00	Valid	0,696	Reliable
	ItQ-2	0,751	.00			
	ItQ-2	0,802	.00			

Hypothesis testing To test the hypotheses about the direct and indirect effects of POPs and WFC on ItQ through JS, a path analysis technique was used using AMOS (Analysis of Moment Structure) version 18.00 software. Before conducting a path analysis, a correlation analysis was performed to determine the nature of the relationship between each variable studied. The correlation matrix presented in TABLE 3 shows that there is a positive relationship between the predictor variables and the dependent variables. The correlation coefficient between POPs and JS is 0.362, POPs and ItQ 0.638, WFC and JS is 0.980, WFC and ItQ 0.538, JS and ItQ are 0.669, indicating all are positive and significant. A summary of the analysis results from testing the seven proposed hypotheses is presented in TABLE 5, and FIGURE 1. POPs have a positive and significant direct effect on JS (.651) and ItQ (.504). WFC has a positive and significant direct effect on JS (.999) also on ItQ (.408). JS has a positive and significant direct effect on ItQ. POPs have an indirect effect on ItQ (.270) through JS. Similarly, WFC has an indirect effect on ItQ (.012) through JS. This shows that JS is an intervening variable between POPs and WFC on ItQ.

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TABLE 3.Summary of correlations between variables

	POPs	WFC	JS	ItQ
Pearson Correlation	1	.408**	.362**	.638**
Sig. (2-tailed)		.000	.001	.000
N	192	192	192	192
Pearson Correlation	.408**	1	.980**	.538**
Sig. (2-tailed)	.000		.000	.000
N	192	192	192	192
Pearson Correlation	.362**	.980**	1	.669**
Sig. (2-tailed)	.001	.000		.000
N	192	192	192	192
Pearson Correlation	.638**	.538**	.669**	1
Sig. (2-tailed)	.000	.000	.000	
N	192	192	192	192

**. Correlation is significant at the 0.01 level (2-tailed).

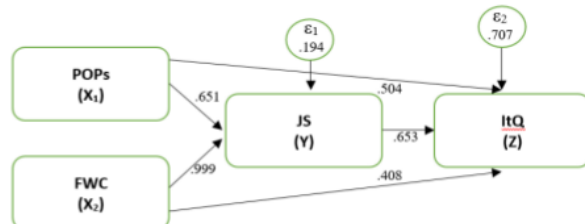
Goodness of Fit (GOF) Analysis of the results of data processing at the full SEM model stage was carried out by conducting a suitability test and a statistical test. The results of the goodness-of-fit model are explained in TABLE 4. The CMIN / DF value of 1.788 shows a good structural equation model. The RSMEA measurement index is in the expected range of values that is ≤ 0.08 , which is 0.077 in spite of chi-square, probability level, CFI, TLI are accepted marginally. From several model feasibility tests, the model is said to be feasible if at least one of the model's feasibility test methods is met. These results indicate that the model used is acceptable.

TABLE 4.Goodness-of-fit Model Test Results

No	Index	Critical Value	The Results	Model Evaluation
1	Chi-Square	Near zero	203.875	Bad
2	Probability level	≥ 0.05	.00	Bad
3	CMIN/DF	< 2.00	1.788	Well
4	CFI	≥ 0.95	.904	Marginal
5	RMSEA	< 0.08	.076	Well
6	TLI	≥ 0.90	.886	Well
7	GFI	≥ 0.90	.861	Marginal
8	AGFI	≥ 0.90	.814	Marginal

TABLE 5.A summary of the effects of the path analysis model variables

Influence between Variables	Type of Influence		
	Direct effects	Indirect effects	Total effects
H ₁ : POPs (X ₁) → JS (Y)	.651	-	.651
H ₂ : POPs (X ₁) → ItQ (Z)	.504	-	.504
H ₃ : WFC (X ₂) → JS (Y)	.999	-	.999
H ₄ : WFC (X ₂) → ItQ (Z)	.408	-	.408
H ₅ : JS (Y) → ItQ (Z)	.653	-	.653
H ₆ : POPs (X ₁) → ItQ (Z) through JS (Y)	.504	.270	.774
H ₇ : WFC (X ₂) → ItQ (Z) through JS (Y)	.408	.012	.420

**FIGURE 1.**Empirical causal models of variables X1, X2, Y and Z

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5. Discussion and Conclusion

The purpose of this study was to study the effects of organizational political perceptions (POPs), and family-work conflict (WFC) on job stress (JS) and the intention to quit (ItQ). POPs and WFC are antecedents of behavioral outcomes, that is JS. By doing this, this study seeks to correlate different research streams within organizational behavior such as organizational political perception, work stress, and intention to quit. Exploration of political variables and conflicts is an important contribution to the literature of organizational behavior. First, this study provides strong empirical evidence that POPs and WFCs produce behaviors such as JS and ItQ. Second, by linking POPs and WFC with JS, this study has found a tendency that POPs lead to WFC and create JS that has harmful consequences for individuals as well as for organizations, namely ItQ. Even though there are many potentially risky consequences of organizational politics (Vigoda 2000, 2002; Ferris et al., 1996; Kacmar & Carlson, 1997), the relationship between conflict and politics has almost never been investigated. Conflict and politics function as stressors and create a stressful environment that negatively impacts behaviors such as increased employee turnover and absenteeism (Jackson & Maslach, 1982; Shirom, 1989; Ganster & Schaubroeck, 1991; GoLeiter & Maslach, 1988). The implication of the research findings is that when a lecturer has both a negative perception of organizational politics and severe family-work conflict within an organization, then his behavior will lead to negative consequences. The current study covers relevant topics that can explain variations in workplaces and work attitudes of lecturers through politics and conflict. The political environment is where the lecturer feels he has a higher level of conflict, and in this political environment he must face a higher level of stress that can inspire them to leave the organization. This research will certainly motivate other researchers in the study of organizational behavior to reexamine conflicts and politics in different social contexts - and will implement them for the improvement of individuals and organizations in the future. People who deal with high pressure at work may experience severe stress, show nervous behavior and have intolerant behavior with others; such indicators can also lead to various kinds of deviations in the workplace (Vigoda, 2002). Political behavior is involvement in social interactions that politically damage individuals which includes gossip, favoritism and the spread of rumors. Such phenomena are one of the important dimensions of workplace irregularities (Robinson & Bennett, 1995). Organizational politics leads to negative consequences such as stress and fatigue; and stress may move towards several other dimensions of deviation in the workplace. If we look at the organizational politics literature, it gives some indication of the potential for emergence of workplace irregularities in an environment that is very political. Gilmore et al., (1996) used the word "hostile environment" as a reference for an environment shaped by organizational politics. Hypotheses 1, 2 and 6 validate the result that POPs directly influences JS. It also influences both directly and indirectly through JS on ItQ. This shows that the adjunct faculty feel that the politics of the existing organization have a social influence - where each adjunct lecturer prioritizes their own self-interest for long-term and short-term goals. Such action is done in accordance with

others' approvals– and at times it is done at the expense of others' interests. This is in line with what the previous researchers put forward (e.g. Kacmar, M.K. and Ferris, G.R. 1991; Zhonghua and Chen, 2014; Bouckenoghe et al., 2015). The result shows that POPs increase JS and the tendency for ItQ. This is consistent with what the previous researchers stated that POPs lead to some damaging consequences for organizations such as decreased job satisfaction, decreased motivation levels, increased work-related tensions and high turnover intentions (Daskin and Tezer, 2012). A perception of high politics and the accompanying disappointments results in higher turnover intentions (Ferris et al., 1989). Hypotheses 3, 4 and 7 validate that WFC directly influences JS and directly influences ItQ while it has an indirect effect through JS. This shows that respondents have perceptions of conflict that arise from the conflict between career and household problems, which can appear both ways: when a career interferes with the household or the household interferes with a career. Respondents feel that the demands of work interfered with the household and family - and the amount of the working time made it difficult for them to fulfill family responsibilities. Further, household chores were delayed or canceled because of the demands of the work. Thus, it all gives pressures in fulfilling tasks in the family. This finding is in line with previous research (e.g. Ahmad, 2008; Brunel and Grima, 2010; Lam, McHale, & Crouter, 2012; Zhang, et.al, 2012; Su-Ying Pan, Ying-Jung Yeh, 2019). WFC is a source of work stress, which results in the emergence of work fatigue (physical and emotional), reduced job satisfaction, affective commitment, depersonalization, and increased intention to move or quit. Hypothesis 5 supports that JS directly influences ItQ. This shows that when adjunct faculty feel very frustrated, angry, and under pressure, they often feel tense and depressed. In addition, various things in their work that make them annoyed will result in the emergence of a deliberate and without coercion on an organization member to get out of the institution (the desire to stop working). It may be said as an early sign of intention to quit. From the description above, the conclusion is that POPs, WFC and JS are the main predictors of the emergence of ItQ. JS is an intervening variable between POPs and WFC against ItQ.

6. PRACTICAL IMPLICATIONS

The research findings show that POPs and WFC have a direct effect on JS and ItQ, implying that university leaders need to reconsider and / or restructure the work environment and start organizational effectiveness programs. The work environment is a source of JS and ItQ. Redesigning work, arranging flexible teaching schedules is the first step to reduce the emergence of JS and ItQ. To reduce the impact of POPs and WFC on JS and prevent ItQ, efforts are needed to increase adjunct lecturers' involvement, which is a treatment that makes them feel included in the organization's activities. That way, it will make them feel more responsible for the actions that have been and will be done. Efforts that need to be made include: (a) empowerment: the process of enabling adjunct faculty to have input and control over their work and be able to be openly able to share suggestions and ideas about their work, (b) team work (team orientation): show the effectiveness of teamwork at the time contribute to an

organization in which the process is an effort to solve a problem and improve the innovation of its members, and (c) capability of development (ability development): the ability of an organization to be able to improve the ability of its adjunct faculty so that they can compete and achieve organizational goals. Finally, it is necessary to develop a culture of consistency, which is consistent with core values, agreements and coordination and integration. Although it is not possible to eliminate the emergence of conflict and politics in the workplace, this research will be beneficial for management to better manage the consequences of this construction.

7. FUTURE RESEARCH DIRECTIONS

This research model is based on political-conflict with output in the form of JS and outcomes in the form of ItQ. This model needs to be tested in the future with other outcomes such as work creativity, work commitment, anxiety, fatigue, organizational behavior, aggressive behavior and workplace violations. This model can open up new streams of antecedents that may arise from organizational politics and other possible consequences of conflict and politics. In addition, moderate variables that might be related to political conflict must be investigated. Although it is not possible to eliminate the emergence of conflict and politics in the workplace, this research will benefit university leaders to better manage the consequences of this construction.

47 Limitation of Study

This study has several limitations. First, this study is cross sectional – while it is believed that longitudinal studies will better explain this relationship. Second, all of the findings are based on self-reported data so there is a possibility of a method error although previous studies so used self-reported measures (Vigoda, 2002; Ferris et al., 1996). The findings of this study are limited to one institution classified as the largest university in Jambi province - and only a portion of adjunct faculty at Jambi university was involved. Further research is needed to investigate whether these findings can be generalized to public universities in Indonesia, including private universities.

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