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THE ROLE OF PERSON-ORGANIZATION FIT IN THE EFFECT OF INTRA-ORGANIZATIONAL POLITICAL BEHAVIOR ON WORK ALIENATION

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Abstract

The purpose of this research is to determine the role of person-organization fit in the effect of the perception of intra-organizational political behavior on work alienation of academics working in higher education institutions where tourism education is provided. In this regard, the research population consisted of academic staff working in faculties, colleges, and vocational schools of state and foundation universities in Turkey where tourism education is given. In this context, data were obtained from 385 academics by applying online and face-to-face questionnaires. AMOS program was used to test the measurement model, and PROCESS Macro was used to test the hypotheses. The study determined that intra-organizational political behavior had a significant and positive effect on work alienation. However, the moderating role of person-organization fit in this relationship is not significant.

Keywords: *Political behaviors, Work alienation, Person-organization fit, Tourism education, Tourism academics.*

ÖRGÜT İÇİ POLİTİK DAVRANIŞLARIN İŞE YABANCILAŞMA ÜZERİNDEKİ ETKİSİNDE BİREY-ÖRGÜT UYUMUNUN ROLÜ

Öz

Bu araştırmanın amacı, turizm eğitimi verilen yükseköğretim kurumlarında görev yapan akademisyenlerin örgüt içi politik davranışlarının işe yabancılaşma üzerindeki etkisinde birey-örgüt uyumunun rolünü belirlemektir. Bu doğrultuda araştırmanın evreni, Türkiye’de turizm eğitimi verilen devlet ve vakıf üniversitelerinin fakülte, yüksekokul ve meslek yüksekokullarında görev yapan akademik personellerden oluşturmaktadır. Bu kapsamda çevrimiçi ve yüz yüze anketler uygulanarak toplam 385 akademisyenden veriler elde edilmiştir. Ölçüm modelinin test edilmesinde AMOS programından, hipotezlerin test edilmesinde ise PROCESS Macro eklentisinden yararlanılmıştır. Araştırmada örgüt içi politik davranışlarının işe yabancılaşma üzerinde anlamlı ve pozitif etkisinin olduğu belirlenmiştir. Buna karşılık, birey-örgüt uyumunun bu ilişkideki düzenleyici rolünün anlamlı olmadığı anlaşılmıştır.

Anahtar kelimeler: *Politik davranışlar, İşe yabancılaşma, Birey-örgüt uyumu, Turizm eğitim kurumları, Turizm akademisyenleri.*

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1. INTRODUCTION

While discourses can create the desired environment for the organization to achieve its goals, they can also alienate individuals who continue to work in the organization. Understanding and addressing these dynamics are crucial for sustaining a healthy and productive work environment while promoting positive organizational behaviors. Organizational political behaviors, which are influenced by various factors, can significantly affect alienation from work. An individual in an organization may engage in a struggle to gain power for reasons such as personal interests, pacifying the other group, promotions and wages, budget and resources, and may engage in political behaviors in this process. This situation is inevitable especially in organizations with staff appointments, grouping, and advantageous practices such as courses, technocities, research centers and coordinators. In other words, it is a known fact that political behaviors are exhibited in order to secure power, resources, knowledge, authority and positions. Although not every individual in an organization exhibits political behavior to the same extent, it may be avoided to show political behavior in a way to be close to any opinion or group when necessary.

The study aims to determine the role of person-organization fit in the effect of intra-organizational political behaviors on work alienation. Another aim is to test whether the effect of intra-organizational political behaviors on work alienation differs according to person-organization fit. However, person-organization fit is mostly considered as a mediator variable in the literature (e.g. Astakhova, 2016; Kim et al., 2023). One of the sub-objectives of this study is to contribute to this deficiency in the literature by focusing on the moderating role of person-organization fit. When the literature is examined, there are studies on intra-organizational political behaviors, work alienation and person-organization fit, but there is no research directly related to the intra-organizational political behaviors of tourism academics and their work alienation. Moreover, there is no research examining the role of person-organization fit in the relationship between the dependent and independent variables. It is important to examine political behaviors that can cause negative consequences such as turnover, low commitment, counterproductive behavior and low performance for the organization (Atinc et al., 2010; Dajani and Mohamad, 2017; Kerse and Babadağ, 2019). In this sense, it is believed that this research will contribute to a deficiency in the literature. This study differs from other studies in terms of the original theoretical model, specific research sample and person-organization fit as a moderator variable. In this sense, it is thought that the research will contribute to the aforementioned gaps in the literature.

2. CONCEPTUAL FRAMEWORK

2.1. Political Behavior

Members of an organization use different tactics of political behavior to achieve certain goals in their careers (Jovanović, 2019: 88) or to achieve goals that they would not otherwise achieve (Latif, 2011: 202). Employees' efforts to gain and use power within the organization constitute organizational politics (İslamoğlu and Börü, 2007: 136). In cases where the interests of organizational members' conflict, organizational political behaviors, which allow the use of available resources to achieve the necessary goals (Jovanović, 2019: 89), are manipulative self-serving behaviors that aim to influence others for personal or group interest, aiming at the interests of the global organization or others (Haleem et al., 2023: 241). Political behaviour is defined as behaviours exhibited consciously by employees in order to increase or maintain personal influence and personal interests (Erber, 2024: 91). In other words, organizational political behaviors are actions that are not officially sanctioned by an organization to influence others to achieve their personal goals (Latif, 2011: 199). Political behavior in organizations can be defined as activities that are not required as part of one's organizational role, but that affect or attempt to affect the distribution of advantages and disadvantages within the organization (Farrell and Petersen, 1982: 405; Jafarjani et al., 2012: 2989). Organizational political behavior includes activities carried out within the organization to obtain, develop and use power and other resources to achieve one's preferred outcomes (Jafarjani et al., 2012: 2988). In some cases, political activities in the organization can occur openly and objectively, while in other cases they can occur in a highly hidden and symbolic manner (Bursalı and Yağcı, 2011: 24).

2.2. Work Alienation

Alienation, which refers to the alienation of the individual from himself/herself, other people and the vocation (Mahmoud et al., 2024: 74), alienation or detachment from others or the organization (Chiaburu et al., 2014: 25), is expressed in the form of actions and experiences that cause the individual not to feel himself/herself as a whole and cause divisions in his/her consciousness (Kaya and Serçeoğlu, 2013: 318). Alienation, which has become a concept that affects all institutions and personal relations in today's industrial societies (Kırıcı and Özkoç, 2016: 21), is defined as the individual's alienation from the institution, self, values, social formations and organizations (Tuna and Yeşiltaş, 2014: 108). The basic meaning of the concept of alienation is defined as the state of separation (a cognitive sense of separation) in relation to another element in the individual's environment (Nair and Vohra, 2009: 294).

Work alienation can be defined as finding one's job meaningless, not being satisfied with the relationships established in the organization, feeling lonely, inadequate and powerless, losing hope and feeling like a simple wheel of the system (Aşık, 2018: 30; Kurtulmuş and Karabıyık, 2016: 463). In other words, work alienation is defined as a discrepancy between employees' perceptions of objective task conditions in certain dimensions and their expectations regarding these dimensions, which increases with the importance or salience of these dimensions (Mottaz, 1981: 517). Work alienation is a very important social psychological problem today and refers to the subjective negative psychological state that arises due to the inability of the work environment to meet the material and spiritual needs of employees (Aknar and Başçı, 2024: 16).

2.3. Person-Organization Fit

One of the main objectives of modern organizations is to ensure the harmony of employees with their work and the organization (Sariboğa et al., 2019: 97). Person- organization fit, which refers to the harmony that a person has achieved with the environment in which they work (Arslan et al., 2018: 2), is defined as the harmony between the norms and values of the organization and the values of individuals (Chatman, 1989: 339). While organizational values refer to climate, culture, organizational goals and norms, individual values refer to characteristics, personality, attitudes and goals (Türkkan and Ülbeği, 2023: 28). Person-organization fit is the compatibility between people and organizations that occurs when at least one entity meets the needs of another, shares similar basic characteristics, or both (Lauver and Kristof-Brown, 2001: 455). Person-organization fit has been defined as the compatibility between people and organizations that occurs when at least one entity meets the needs of the other, when entities share similar basic characteristics, or both (Kristof, 2016: 4-5; Van Vuuren et al., 2007: 1737). This fit can occur when an individual brings similar skills, values and perspectives to an organization (supplementary fit) or when an individual brings new and unique skills, values and perspectives to an organization (complementary fit) (Choi et al., 2017: 54).

2.4. Relationships Between Variables

Approaches to the phenomenon of alienation from work, which refers to a general attitude as an indicator of the employee's loss of enthusiasm and commitment towards his/her work (Kurtulmuş ve Karabıyık, 2016:463), have manifested itself especially as a result of the division of labor based on mass production that emerged with the industrial revolution (Kaya and Serçeoğlu, 2013: 321). It is emphasized that emotional alienation may occur in employees as a result of an unequal and unfair organizational climate, especially in a political organizational environment (Karacaoğlu and Arat, 2019: 5254). The relationship between political organizational behaviors and various aspects of job stress has been expressed in various studies since the mid-1990s (Vigoda, 2002: 574). Tülü and Serinkan (2023), in their research aiming to determine the relationship between the perception of organizational political behaviors, loneliness in work life and organizational alienation, concluded that the perception of organizational political behaviors has a moderate effect on organizational alienation. Tetik and Yılmaz (2021) examined political behaviors in accommodation businesses and their effect on work alienation. As a result of the examination, it was concluded that perceived political behaviors have a positive effect on work alienation. Karacaoğlu and Arat (2019) aimed to investigate the relationship between perceived organizational political behaviors and employee alienation from work and the regulatory role of job stress in this relationship. The findings of the study showed a significant and positive relationship between hotel employees' perceptions of organizational political behaviors and their level of work alienation. Rughoobur-Seetah (2021) aimed to evaluate the consequences

of organizational political behaviors on employees and found that organizational political behaviors positively affect employees' turnover intentions and reduce employees' job satisfaction. Research shows that the level of alienation decreases when there is a strong harmony between individual values and organizational culture (Çelik and Damar, 2017; Yumuk and Kurgun, 2020). For example, as person-supervisor fit, person-group fit, person-organization fit increase, positive outcomes such as organizational commitment, emotional commitment, performance and job satisfaction increase, while negative attitudes such as turnover intention decrease (Astakhova, 2016; Choi et al., 2017; Goetz et al., 2021; Pham et al., 2024). Türkkan and Ülbeği (2023) examined the effect of person-organization fit on work alienation and found that high person-organization fit reduces work alienation. Çelik and Demir (2017) show that person-organization fit has a mediating role in the effect of unfair practices, i.e., negative perception of organizational justice, on work alienation, such as making a selection among those who are close to them in terms of opinion, instead of following official procedures and practices by acting politically in promotions and rewards. Tülü and Serinkan (2023), in their research aiming to determine the relationship between the perception of organizational political behaviours, loneliness in work life and organizational alienation, concluded that organizational political behaviours such as isolating and removing potential competitors among employees or managers supporting the promotion of people who have the same point of view with them for strategic positions have a moderate effect on organizational alienation. When employees feel that their hard work and contributions to the organization are overlooked in favour of individuals or groups associated with certain groups in the workplace, their enthusiasm may be discouraged and their motivation to do work may decrease. This may lead to negative attitudes towards work and the organization as they may feel that their efforts are not noticed or appreciated. If employees feel that their contributions to the organization are not reciprocated or their achievements are ignored, they may be less inclined to share their ideas or contribute to finding solutions to problems when making decisions at work. This can inhibit a sense of collaboration and co-operation and ultimately affect the overall productivity and effectiveness of the organization. Tetik and Yılmaz (2021) examined whether there are political behaviours in accommodation businesses and their effect on alienation from work. As a result of the examination, it was concluded that political behaviours such as employees' efforts to stand out by creating the impression that they are involved in important events and making concessions to some people by influential members of the organization have a positive effect on work alienation. Karacaoğlu and Arat (2019) aimed to investigate the relationship between perceived organizational political behaviours and employees' alienation from work and the regulatory role of job stress in this relationship. The findings of the study showed that there is a significant and positive relationship between hotel employees' perceptions of organizational political behaviours and alienation levels. Rughoobur-Seetah (2021) aimed to evaluate the consequences of organizational political behaviours on employees and found that organizational political behaviours positively affect employees' turnover intentions, which can trigger negative emotions such as alienation from work (Aknar and Başçı, 2024), and reduce employees' job satisfaction. The fact that the employee does not find the organizational values, policies and sense of justice compatible with his/her own may lead to work alienation. Work alienation may lead to increased absenteeism and turnover rates and a decrease in commitment. In previous research, person-organization fit as a mediating variable has often been examined. For example, Astakhova (2016) empirically demonstrated that person-organizational fit has a mediating role between person-supervisor fit and emotional commitment. In terms of political behaviours, in cases where supervisors make suggestions to their subordinates on various issues, inspire them and guide them and make use of their expertise, that is, in institutions where there is person-supervisor fit, positive attitudes of employees towards their organizations such as emotional commitment increase through person-organization fit. In other words, the positive attitudes such as emotional commitment of employees who have the perception that the organization in which the individual works is in harmony in terms of goals, policies and values, in other words, there is a harmonious environment in the organization they work in, increase. On the other hand, negative attitudes decrease (Goetz et al., 2021). In short, as incompatibility increases, negative attitudes also increase. Moreover, it has been observed that as person-organization fit increases, extra-role behaviours such as innovative work behaviours increase in contrast to alienation (Afsar et al., 2015; Pham et al., 2024). Similarly, it is known that satisfaction with the job increases positive emotions such as organizational commitment through person-organization fit (Kim et al., 2023). On the other hand, it is also possible to come across a limited number of studies in which person-organization fit is considered as a moderating variable in previous research (Al-Duhouri and Shamsudin, 2023; Alniaçik et al., 2013; Hamstra

et al. 2019; Sørli et al., 2022; Wei, 2015). In the study conducted by Alniaçık et al. (2013) in higher education institutions, it was determined that person-organization fit has a conditional effect (regulatory role) in the relationship between job satisfaction and turnover intention. Accordingly, person-organization fit moderates the direction (positive-negative) and severity of the effect of the independent variable on the dependent variable. Sørli et al (2022) found that person-organization fit strengthens the relationship between job autonomy and job performance, in other words, the relationship between autonomy perception and performance is stronger in those with high person-organization fit. Hamstra et al (2019) show that the relationship between the person-organization fit level of employees and their role performance is stronger when the person-organization fit levels of the supervisors of these employees are high. Wei (2015) found that intellectual capital and turnover intention vary according to the level of person-organization fit. Accordingly, turnover intention decreases as person-organization fit increases. According to Al-Dhuhouri and Shamsudin (2023), person-organization unfit moderates perceived workplace ostracism's influence on knowledge hiding, with high unfit exacerbating the effect. Person-organization unfit may exacerbate its effect on employees' alienation from their works. The socialization literature claims that employees are more likely to enter and maintain preferred relationships in the organization when the values of the organization and the values of the individual match (Brewer and Gardner, 1996), which implies a sense of belonging and identification with the organization and its members, consistent with social identity theory (Tajfel, 1978). On the contrary, when there is a mismatch between values, employees face the risk of alienation and reinforce their negative feelings (Goetz et al., 2021; Yumuk and Kurgun, 2020). The existing literature shows that political behaviours are related to alienation and person-organization fit is related to alienation. Based on the above theoretical background, it is assumed that person-organization fit may have a moderating effect on the relationship between the independent variable and the dependent variable. Whether the effect of political behaviours on work alienation varies according to person-organization fit has not been tested yet. In addition, there is no research on the subject in tourism education institutions in the literature. The research differs from other studies in terms of its approach to person-organization fit (conditional effect) and sample selection. Based on the discussions on the research results above, the following hypotheses were formed.

Hypothesis 1: Political behaviors affect academics' perceptions of work alienation.

Hypothesis 2: Person-organization fit has a moderating role in the effect of intra-organizational political behaviors on academics' alienation from work: As person-organization fit increases, the effect of intra-organizational political behaviors on work alienation decreases.

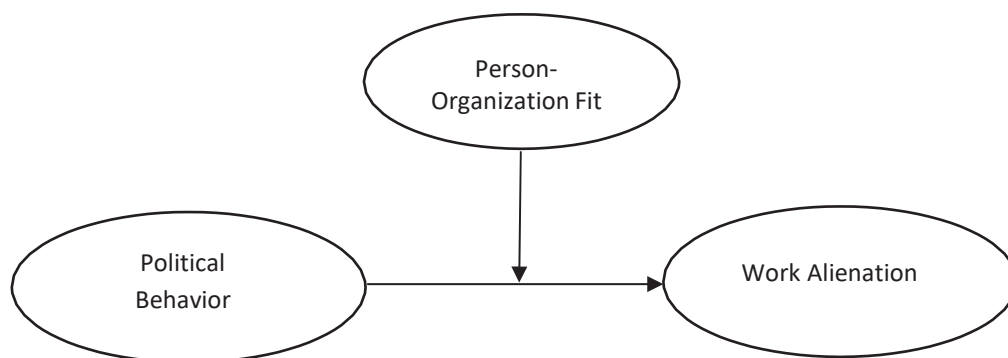


Figure 1: Research Model

3. METHODS

3.1. Instrument Design and Measurement Development

The scales used to collect data on research variables were obtained from previous studies. In this context, in order to measure intra-organizational political behaviors, the scale developed by Zanzi et al. (1991), but which Bilen (2023) conducted a validity-reliability analysis in the Turkish sample, consisting of 16 statements and a single dimension was used. The concept of work alienation was measured using the 8-item work alienation scale developed by Nair and Vohra (2009), and the 4-item scale translated

into Turkish by Turunç and Çelik (2019) was used to measure person-organization fit. AMOS was used for confirmatory factor analysis of the model, and PROCESS Macro (Model 1) program was used to test the research hypotheses.

3.2. Sample Selection and Data Collection

The purpose of this study is to examine the role of person-organization fit in the effect of political organizational behaviors on work alienation of academic staff working in tourism associate and undergraduate programs of state and private universities in Türkiye. Accordingly, 2.550 academicians working in higher education institutions in Türkiye constitute the research population (ÖSYM,2022; YÖK Akademik, 2022; Tuna et al., 2024). Stratified and quota sampling methods were used to select a sample that could represent academicians working at universities in seven regions in Türkiye. In order to ensure that the respondents were appropriately representative of both the seven regions and the state and private universities, they were first stratified and then quotas were applied for region and university ownership status. The data used to test the research hypotheses were obtained from the 385 academic staff working in higher education institutions located in seven regions of Türkiye who accepted to participate in the research.

4. FINDINGS

4.1. Respondent Profiles

Demographic information about the research participants is given below. As seen in Table 1, 64.9% of the research participants work in public universities and 35.1% in private universities, 14.3% are research assistants, 26% are lecturers, 34% are assistant professors, 10.4% are associate professors and 15.3% are professors. While the number of participants with less than 1 year of total experience is 3.6%, the number of participants with 11-15 years of total experience is 30.9%, and the number of participants with 16 years or more of total experience is 12.2%. While 69.4% of the participants are lecturers and do not hold any managerial position, 24.7% are department heads or deputy department heads, and 6% are deans, vice deans, directors or deputy directors.

Table 1. Demographic characteristics

Gender	Freq. (N)	Perc. (%)	University Type	Freq. (N)	Perc. (%)
Male	222	57,7	State	250	64,9
Woman	163	42,3	Private	135	35,1
Age	Freq. (N)	Perc. (%)	Title	Freq. (N)	Perc. (%)
29 years and below	88	22,9	Research. Assist.	55	14,3
			Lecturer	100	26,0
30-39 years old	143	37,1	Assist. Prof. Dr.	131	34,0
40-49 years old	111	28,8	Assoc. Prof. Dr.	40	10,4
50 and above	43	11,2	Professor Dr.	59	15,3
Total Experience	Freq. (N)	Perc. (%)	Experience in the organization	Freq. (N)	Perc. (%)
Less than 1 year	14	3,6	Less than 1 year	59	15,3
1-5 years	75	19,5	1-3 years	83	21,6
6-10 years	130	33,8	4-6 years	126	32,7
11-15 years	119	30,9	7-9 years	65	16,9
16 years and above	47	12,2	10 years and above	52	13,5
Task	Freq. (N)	Perc. (%)	Total	385	100,0
Instructor	267	69,4			
Department chair-co-head dep. chair	95	24,7			
Dean / Vice dean	23	6,0			
Total	385	100,0			

Freq.= Frequency; Perc.= Percentage; N=Number

4.2. Measurement Model and Confirmatory Factor Analysis

Alpha coefficients, which are internal consistency indicators, were examined for the reliability analysis of the scales used in the research. Accordingly, the Alpha coefficients of person-organization fit 0.780; work alienation 0.929 and political behavior 0.976 indicate that they are highly reliable scales. In the reliability analysis phase, 1 statement (pd16 coded statement) belonging to the political behavior scale was excluded from the analyses because it disrupted the overall reliability of the scale (Gürbüz and Şahin, 2016).

After the scale reliability analysis, confirmatory factor analysis (CFA) was applied through the AMOS program to see whether the research model created in line with the previous research results was compatible with the data obtained and to verify the scale factor distributions. The measurement model analysis results are shown in Table 1. In accordance with the purpose of the research, single-factor CFA was applied for measurement variables, each of which consists of a single dimension. The goodness-of-fit indices of the full CFA model ($\chi^2 = 681,030$, $df = 308$, $\chi^2/df = 2,211$, CFI = 0.964, TLI = 0.959, IFI = 0.965, RMSEA = 0.056) fitted the data well (Hair et al., 2014) (See: Figure 2 and Table 2).

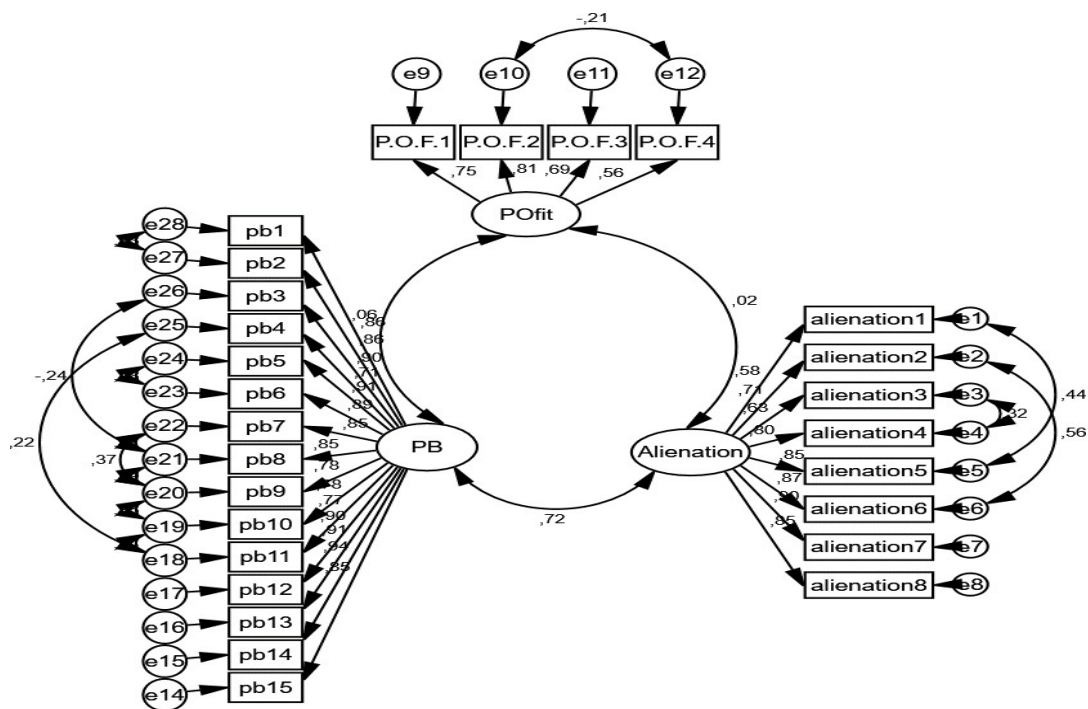


Figure 2. Measurement model confirmatory factor analysis

Table 2. Measurement model analysis results

Article	Path	Scale	β_1	β_2	S.E.	C.R.	R ²	p
alienation1	<---	AL.	1	0,585			0,317	
alienation2	<---	AL.	1,245	0,71	0,113	11,035	0,473	<0,01
alienation3	<---	AL.	1,061	0,634	0,104	10,2	0,651	<0,01
alienation4	<---	AL.	1,303	0,800	0,109	11,939	0,566	<0,01
alienation5	<---	AL.	1,504	0,854	0,099	15,127	0,747	<0,01
alienation6	<---	AL.	1,520	0,870	0,121	12,546	0,743	<0,01
alienation7	<---	AL.	1,748	0,900	0,137	12,78	0,817	<0,01
alienation8	<---	AL.	1,590	0,846	0,129	12,349	0,499	<0,01
pb15	<---	PB	0,950	0,854	0,041	22,963	0,833	<0,01
pb14	<---	PB	1,054	0,94	0,037	28,171	0,798	<0,01
pb13	<---	PB	0,941	0,905	0,036	25,852	0,724	<0,01
pb12	<---	PB	1,001	0,897	0,039	25,375	0,714	<0,01
pb11	<---	PB	0,782	0,767	0,041	19,003	0,607	<0,01
pb10	<---	PB	0,793	0,782	0,04	19,62	0,612	<0,01
pb9	<---	PB	0,784	0,779	0,04	19,476	0,589	<0,01
pb8	<---	PB	0,950	0,845	0,042	22,474	0,805	<0,01
pb7	<---	PB	0,946	0,851	0,041	22,794	0,819	<0,01
pb6	<---	PB	1,023	0,893	0,041	25,134	0,884	<0,01
pb5	<---	PB	1,079	0,913	0,041	26,323	0,729	<0,01
pb4	<---	PB	0,815	0,706	0,049	16,708	0,716	<0,01
pd3	<---	PB	1,028	0,904	0,04	25,752	0,81	<0,01
pb2	<---	PB	0,899	0,862	0,034	26,743	0,757	<0,01
pb1	<---	PB	1	0,865			0,729	
p.o.f1	<---	P-O-f	1	0,752			0,64	
p.o.f 2	<---	P-O-f	0,982	0,807	0,081	12,084	0,401	<0,01
p.o.f 3	<---	P-O-f	0,815	0,688	0,066	12,292	0,504	<0,01
p.o.f 4	<---	P-O-f	0,735	0,563	0,084	8,781	0,342	<0,01

β_1 : Unstandardized Coefficients; β_2 : Standardized Coefficients; S.E.: Standard Error; C.R.= Critical Ratio; AL.: Work Alienation; PB: Political Behaviors; P-O-f: Person-Organization fit

4.3. Structural Model and Hypothesis Testing

PROCESS Macro (Model 1) was used to test the hypotheses of the research model which was constructed based on the theoretical framework of the research. In other words, regression and moderating effect analysis were conducted through PROCESS Macro (Model 1) to test the effect of political organizational behaviors on work alienation and the role of person-organization fit in this relationship. The results obtained are shown in Table 3. The effect of political behaviors on work alienation is positive and significant ($\beta= 0.639$; $p<0.001$). In other words, political organizational behaviors increase alienation from work. Accordingly, hypothesis H1 is accepted. On the other hand, the moderating role of person-organization fit in the relationship between political behaviors and work alienation is not statistically significant ($\beta= -,023$; $p=0.446$). The level of the relationship between political behavior and work alienation does not change according to whether person-organization fit is high or low (conditional effect). Accordingly, H2 hypothesis is rejected. On the other hand, no significant effect was found according to the research control variables (age, gender, region, university ownership status, total experience, experience in the current organization, position, title). In addition, the results obtained regarding the research model did not differ according to the control groups.

Table 3. Regression analysis and moderating effect model hypothesis tests

Variable	β	SE	p	LLCI	UPCI
(Constant)	1,287	,322	0,000	,653	1,921
Political Behavior	,639	,118	0,000	,407	,870
Person-organization fit	,058	,085	,494	-,108	,224
Interaction (Moderator Role)	-,023	,030	,446	-,083	,037
F	99,128				
p	<.001				
R2	,438				

5. DISCUSSION AND CONCLUSION

The intra-organizational political behaviors of academicians working in tourism education institutions increase their perceptions of alienation from work (H1). This result confirms the results of previous research on educational institutions (Karacaoğlu and Arat, 2019; Rughoobur-Seetah, 2021; Tetik and Yılmaz, 2021). Kerse and Babadağ (2019) revealed that workplace bullying increases alienation from working together with political behaviors. In the same study, it was determined that political behaviors affect organizational alienation as well as work alienation. Academics are alienated at work when they believe that there is an effort to attract third parties to their side by expressing facts and intentions differently than they are or by selectively conveying facts. Work alienation is influenced by situations in the organization where academics work, such as when potential competitors are isolated or suspended, or when those who are appointed to strategic positions are chosen by those who have the same point of view as them. Perceptions of unfair practices, disregard, trivialization of achievement or manipulation in the workplace can erode trust between employees and management, leading to a breakdown in communication and co-operation. For example, Dajani and Mohamad (2017) found that there is a significant relationship between perceptions of organizational injustice and counterproductive behaviors and that each dimension of alienation partially mediates this relationship. In this sense, political behaviors in an organization, such as favoritism or preferring to promote people with similar views, may trigger employees' perceptions of organizational injustice increase their perceptions of work alienation and lead them to negative behaviors such as counterproductive behaviors. In contrast, rewarding or promoting employees in organizations can reduce alienation (Tosunoğlu and Demirez, 2017).

In their meta-analysis, Atinc et al. (2010) found that perceptions of organizational political behavior lead to a decrease in job satisfaction, organizational commitment, citizenship behavior, and task performance, while increasing psychological tension. They also state that perceived organizational political behavior is sometimes perceived as an obstacle or threatening stressor because it limits an individual's belief in their ability to achieve personal and professional goals. Another study found that political behaviors negatively affect commitment and increase turnover intentions and counterproductive behaviors (Raiz, 2013). It is important to focus on different aspects of this concept, which can cause extremely negative consequences for the organization to prevent the emergence of undesirable situations in organizations.

On the other hand, the relationship between political behaviors and work alienation is not regulated according to person-organization fit (H2). In other words, the effect of political behaviors on work alienation does not change according to whether person- organization fit is high or low. Accordingly, the relationship between the two variables does not depend on person-organization fit.

This research suggests to both researchers and organizational managers that alienation from work may occur as a result of political behaviors and may further increase potential organizational problems by damaging positive emotions such as organizational citizenship (Dağlı and Averbek, 2017). Kumar (1989) found a negative relationship between political behaviors such as cooperation, threat and acceptance and feelings of interpersonal trust and job performance. In order to minimize the negative consequences of

political behaviour in the workplace, a culture of trust can be created by making participation in decisions inclusive and by preferring transparency and open communication in communication. In addition, it can be ensured that procedural processes such as promotions and assignments are clear and in writing.

5.1. Limitations and Suggestions for Future Research

This research is limited to examining the relationships between political behaviors, work alienation and person-organization fit in tourism higher education institutions. However, it has been observed that most research on political behavior, including previous research, deals with the negative consequences of this concept. However, while political behaviors may have negative aspects, whether this concept can be used in terms of positive outcomes can be a subject of research. In other words, it remains unclear whether employees' political behaviors can be used to achieve organizational goals (e.g. performance, productivity, service performance, dedication to work, etc.). On the other hand, the relationships among Machiavellianism, employee self-interest, counterproductive behaviors and the concept of political behavior can be investigated.

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