Impact of Determinants Causing Organizational Politics:

A case of private banks in Larkana, Pakistan.

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Abstract

This quantitative research aims to study organizational factors of power and politics impacting job satisfaction. Politics have remained an integral part of every organization and satisfaction is the greatest concern of contemporary employee to strive for. These both possess a causal relationship between each other. For examining their impact in private banks of Larkana a survey research using simple random sampling is conducted to gather data. The result exposes to have an impact of independent variables over dependent variable. Finally, conclusion was drawn and recommendations were made to escalate job satisfaction to attain greater retention in banks of Larkana, Pakistan.

Key words: Power; Politics; Job satisfaction; Banks; Larkana; Pakistan

1. Introduction

In recent era, more or less, in every organization politics is considered as a vital tactic to achieve desired goals. Organizational politics is an unofficial mean to procure power (Dubrin, 2001). Furthermore it is also described by researcher as attaining power by any way except for merit. Politics is mostly played to achieve power by hook or by crook. The use of politics is generally narrowed and restricted to achieve personal goals i.e. early promotions, early increments, unequal compensation etc. (Hochwarter, Kiewitz, Castro, & Ferris., 2000). Literature reveals two broad perspectives of politics; positive and negative. Positive politics is to create a sense of encouragement for someone without compromising on merit while negative politics is to prefer an unqualified at certain point of time intentionally (Ferris & Kacmar, 1989).

Power is the capability used by one person to influence another people. Politics is an effect of power. When different employees tend to restore their power in to an action politics starts breeding. Therefore, "adopting ways to use power for influencing people in organization" is organizational politics. In Pakistan power and politics is used in an unenthusiastic way to promote or hire an ineligible candidate for particular post. Consequently, organizational

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politics has an impact on job satisfaction. However, it is not certain that politics in favor of an incumbent will increase his satisfaction from job and vice versa.

Job satisfaction is a broader term; it is regarded as an attitude of employees to some job position. It is a stage where an individual find some similarity in his attitude and work (Spector, 1997). Employees consider job as their part of life while other consider it as a thing which they have to do. Job satisfaction normally is associated with operational conditions and environment of work. It is mostly affected by low job independence, insecurity in job, low income, having no career progression etc. (Guest, 2004).

It is very much observable that there is a decreasing graph of job satisfaction in banks of Larkana. According to general observation most of the employees are demotivated, dissatisfied from the power and politics among peers or in organization. Consequently the employee turnover is increasing, job insecurity is increasing, anxiety and stress among employees is increasing, performance in decreasing, unjust promotions and increments are prevailing, productivity is adversely affected and impression of merit is remained minimal among potential candidates.

Therefore, researcher presumes to identify the impact of organizational factors of power and politics on job satisfaction in the field of commercial banking sector in Larkana, Pakistan.

2. Literature Review

None of the organization can restrain itself from power and politics; it is present in almost all organizations. Both power and politics are interdependent on each other. These terms are not operate-able individually in context of organization. Finally these are the most corrupt forms of corporate whist blowing (Hall, 2003).

The natural phenomenon of the nature (animals and humans) is to prostrate or to dominate (Bass, 1997). Organization is a composition of people contradicting in desires, values and goals and power is a natural behavior of persons and organizations (Hall, 2003). In organization, an act of acknowledging the relationship among employees and ability to control and mold other behavior is termed as social power (Feldman, 2001).

The term power has different bases (Vecchio). The bases of the power are as followed:

i.   *Legitimate power*
     The power associated with formal position in an organization on the bases of authority and responsibilities attached to that position (Pfeffer, 1992). Legitimate power is also known as position power (Robbins, Power and politics in organization Behavior, 2003). This is the most common and observable shape of power because employees are found in obeying and respecting the immediate superior position they are accountable to (Hall, 2003).

ii. *Coercive power*
     This type of power is based upon the fear. It may be fear of demotion, dismissal or any other in kind loss (Robbins, Power and politics in organization Behavior, 2003).

iii.   Reward Power

This kind of power allows the individual to control the reward, benefits, remuneration or compensation (Robbins, Power and politics in organization Behavior, 2003). Both coercive and reward power compels employee to buy in words, ideas, orders and directions of incumbents of power (Dawson, 1992).

iv.   Information Power

This power is to have an access to information or having a control over information.
 (Robbins, Power and politics in organization Behavior, 2003).

There are other signs of power related to personal traits of an individual, which are as under (Hall, 2003)

i.   Expert Power

Power associated with an individual on the basis of skills, knowledge, or having an expertise in specific area, this power is also influence able on individuals (Robbins, Power and politics in organization Behavior, 2003).

ii.   Referent Power

This kind of power is also considered in personal influence when an individual is empowered for his traits desirable for particular assigned responsibility (Robbins, Power and politics in organization Behavior, 2003).

iii.   Charismatic Power

Referent power and charismatic power are more or less similar with each other. Charismatic power is basically based upon the characteristics of individual personality (Robbins, Power and politics in organization Behavior, 2003).

iv.   Personal Power

This term consist of personalities, idiosyncrasies, mannerism to involve attention and to stand with interest of others. This power is backed by energy individual possess, stamina to tolerate events, sensitivity toward others, flexibility, management of conflicts and ability to take everybody on board (Pfeffer, 1992).

v.   Situational Power

This kind of power in contingent to the proper match between style of an individual and skills required in an individual (Pfeffer, 1992).

There is always been an ambiguity, the power should not be judged by looking in the organogram. The man in position is not always as powerful as we perceive (Pfeffer, 1992). The bone to contention here is arrangement to share power. The general principle says there should always be at least one individual with ultimate authority (Randolph, 2000). In order to share powers to an acceptable level you need to have employee and manager skills, attitude, relationship, delegation, internal commitment, empowerment and to share command and control (Randolph, 2000). This sharing sometimes begin with self-empowerment (Randolph, 2000), the one who is able to empower one own self is expected to empower others as well.

Other considered powers have also a vital and visible role in organization. Knowledge is also considered as power. This power arises from control over information and a thirst to search for more. There has always been power in learning; to know better outshines an individual from peers (David & Botkin, 1994). To have a dependency is also considered as power, it arises when informal power is due to the relationship with superiors. If the relationship is of interdependence; where staff and boss both are dependent, this may create both power and conflict (Hall, 2003). More extroversion, to be visible, to be highlighted may create power. More visibility shows strong networking and shows power (Hall, 2003). Similarly to be not being visible every time also creates power (Pfeffer, 1992). Having less visibility shows status and symbols of powers like expensive suits, branded watch or big office even casual protocols etc. (Hills, 1994). To be consistent in an organization also considered as power. It depends on your track records, credibility and efforts that you put in work you perform (Dawson, 1992).

Power is not a tangible thing to be seen clearly, one need to be focused upon consequences by observing keenly. It has both facets; positive and negative (Pfeffer, 1992). Power utilized for advancement of organization will have clear positive effects, contritely to the one who used it for building himself (Reardon, 2002).

People utilize power when they come in groups or are together (Culbert & McDonough, 1980). When, in an organization, people start using their power then they are now engaged in exercising politics (Frris, Treadway, Kolokinsky, Hochwarter, Kacmar, & Frink, 2005). The act of using power to decision making and organizational unofficial behaviors is organizational politics (Bacharach & Lawler, 1998). Moreover what people mean by organizational politics is to have political behavior which is not in your job requirements, something outside your specific job requirements for which you are hired (Robbins, Judge, & Vohra, Organizational Behavior, 2012). To exercise politics one need to have power bases, it requires the effort to impact goals, criteria and processes used for decision making. Organizational politics is a broad term it includes hiding information from decision makers, whistleblowing, spreading rumors, spying, leaking confidential information, having an exchange of favors, creating lobbies etc. Literature discussed mainly two political behaviors, which are as under,

1. *Legitimate political behavior*
   This political behavior is termed as normal political behavior of every day politics like complaining to supervisors, by passing chain of command, excessive adherence to rules etc. (Drory, 1988).

2. *Illegitimate political behavior*
   This kind of political behavior is severe is not exercised in common due to extreme sanctions or great risk of losing jobs. These behaviors basically breach the real rule of organization like harming assets, whistleblowing, and protest symbolically, wearing nonconformist dress intentionally etc. (Drory, 1988)

In vast arena of organizational politics, people dare not to exercise illegitimate political behavior easily. However, legitimate political behavior is common and unlikely it is difficult to eliminate it from organization, it remain exist every time in variable intensity (Robbins, Judge, & Vohra, Organizational Behavior, 2012). In an organization all groups are not the part of politics; some groups are there which may be very influential on outcomes. Recent researches in a decade have identified few factors of organization which breed up the political behavior. These factors may be considered as the result of culture of organization or internal environment. The organizational factors contributing political behavior are as under (Robbins, Judge, & Vohra, Organizational Behavior, 2012),

i. *Reallocation of resources*

Downsizing to increase efficiency is the adopted practice of most of organizations in last three decades, in this, reduction in resources is also to be made. This threat to loose resources becomes the cause of politics in organization. Employees play different tactics to safeguard their resources.

ii. *Promotion opportunities*

Consideration for promotion is always been a cause to be engaged in political actions in an organization. This political behavior allows individual to influence promotion decision hence they are more lean towards political behavior for promotion than any other.

iii. *Low trust*

In order to gain trust of superiors, employees found indulge in political behaviors. Continuous low trust may lead to exercise illegitimate politics. Therefore, it is to be considered that having trust suppress the level of political behavior in organization.

iv. *Role ambiguity*

It happens when an individual is unclear about his formal role in particular position and organization. Therefore, employees are then found involved in activities which are not formally there part of job like political activities. There is a negative relationship between role ambiguity and political behavior.

v. *Unclear performance evaluation system*

Performance evaluation is a difficult task. This is not a perfect science as well. Subjective evaluations create greater ambiguity (Awan, 2013), objectivity is generally acceptable widely when objectives are set clear and mutually agreed (Awan, 2013). Greater the subjective evaluation greater political behavior will be observed.

vi. *Zero sum reward practice*

This is a well-known practice with a name "Win-Lose". In this type of reward practice artificial competition is created because two individual can never be stand equal; one has to be winner. This practice embarks political behavior to be winner and get lions share in reward. For this motive they increase visibility of what they do for organization in prescribed work.

vii. *High performance pressure*

Pressure to perform better always compels employee to politicking. Employee is expected then to adopt any behavior which ensures the results in favor.

viii. *Self-serving senior manager*

When an employee observe his seniors involving in political behaviors then he will also adopt politicking. Hence, it serves as a golden ticket; a form of permission to involve in political behavior.

Political activities are result of organizational characteristics more probably, evidences supports that there are certain situations and in breed culture of organization which encourages or promote politics especially when the above discussed factors are involved (Ferris & Kacmar, 1989). Strong evidences are there to conclude that organizational politics has a negative impact on job satisfaction (Rosen.C.C., Levy, & Hall, 2006). It is also agreed by researchers

that perception of not involving in politics increase job anxiety and job stress. This perception is backed by fear of losing job if non conformity with politics is happed. This fear and pressure let him involve in politicking and to be a player in political arena (Vigoda, 2002). Consequently, politicking self-reports an individual having decline in performance and later demotivation is increased because he starts perceiving it as unfair practice (Kachmar, Bozeman, & Anthony, 2004).

Employee attitude towards job situations is generally known as job satisfaction (Gull & Zaidi, 2012). Researchers argue that about job satisfaction that it is a unilateral concept derived from over all attitude of the employee towards work. Other researchers argue about its subjective, physical and psychological attitude on job and working environment. Decision about satisfaction or dissatisfaction is an effect of the impact of different parts of the job. Thus job satisfaction is not general it may be the evaluation of the specific parts of the job (Lievens, Highhouse, & De Corte, 2005). There are seven aspects of job satisfaction (satisfaction, supervisor, colleagues, working environment, job content, promotion, & organization itself) later these aspects were decreased to five only (compensation, job, promotion, supervisor and colleague) (Zhu, 2013). These all enrichments explain that if there is a pleasant feeling in work and their attitude towards work is positive then it is defined as job satisfaction. Contritely, if it is unpleasant and negative then it is defined as unsatisfied (Zhu, 2013).

3. Research and Methodology

This research is descriptive in nature; the type of investigation was causal and researcher interference was moderate. It was a non-contrived study; field experiment is used by researcher for this research. The unit of analysis was individual and the time horizon was cross sectional. Simple random sampling is used by researcher and the data was taken through primary source (questionnaire). A close ended questionnaire was used containing likert scaling. It was distributed among employees of private banks in Larkana and sample of 175 respondents were collected. The sample was determined on the basis of study conducted by Krejcie & Morgan (1970). Data analysis is done by using SPSS 17.0, the data was collected from eleven banks located in Larkana as,

- Muslim Commercial Bank (MCB)
- Allied Bank Limited (ABL)
- United Bank Limited (UBL)
- Habib Bank Limited (HBL)
- Sonheri Bank
- Summit Bank
- Al-Habib Bank Limited
- JS Bank
- Silk Bank
- Askari Bank
- Bank Alfalah

The reliability of questionnaire was analyzed through Cronbach's alpha test. Secondly, the Pearson correlation was used to identify the relationship between each dependent and independent variable. Finally Z test was used to identify the impact of each dependent variable. The reliability of the questionnaire is decided on the basis of the rule of thumb (George & Malley, 2003), the strength of relationship is decided on the categories (Dancey & Reidy, 2004) and decision for rejection of hypotheses for Z test is done on the basis of *p*- value and level of significance.

The variables; independent and dependent are job trust, role ambiguity, performance evaluation system, zero sum reward, performance pressure as independent and job satisfaction as dependent variable respectively. Variables are shown in **Figure 1**.

3.1. Theoretical framework

Figure 1: theoretical framework for the study
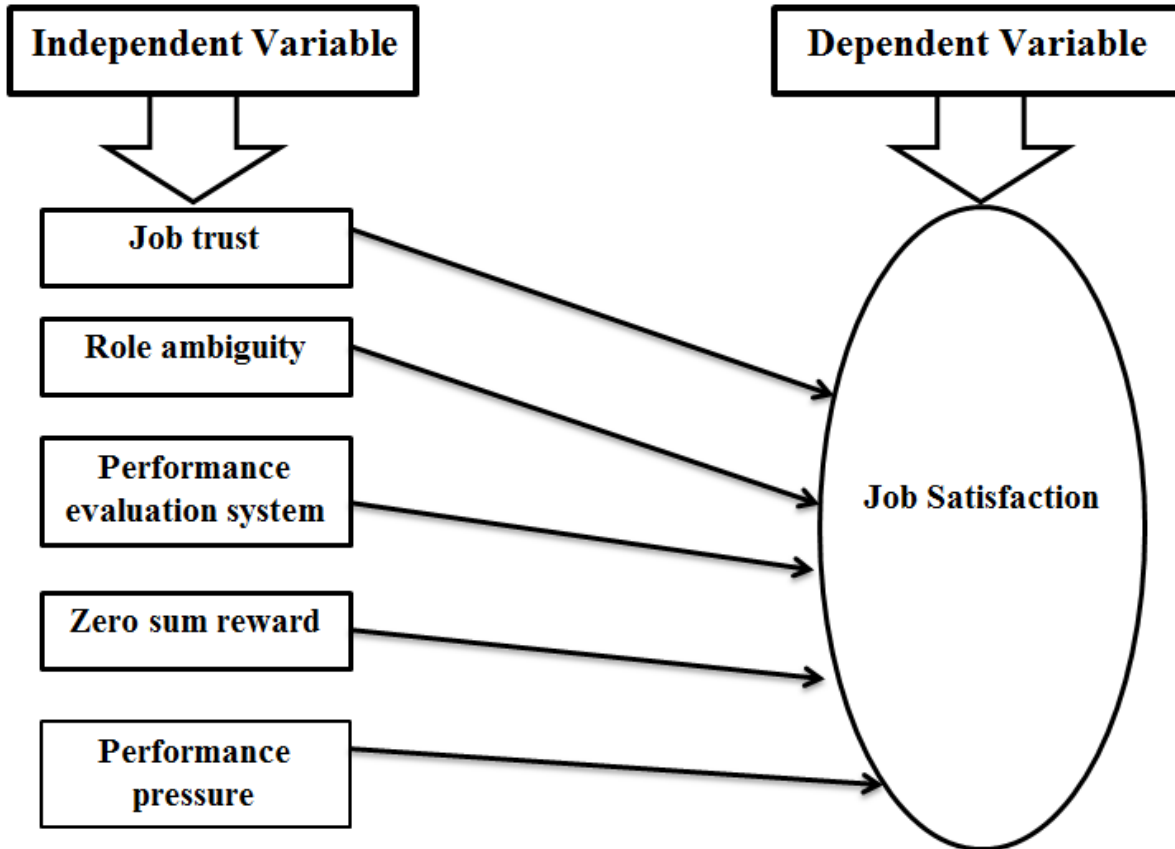
3.2. Hypotheses

H_{01}: There is no impact of Job trust on job satisfaction

H_{02}: There is no impact of role ambiguity on job satisfaction

H_{03}: There is no impact of performance evaluation system on job satisfaction

H_{04}: There is no impact of zero sum reward on job satisfaction

H_{05}: There is no impact of performance pressure on job satisfaction

H_{06}: There is no impact of organizational factors on job satisfaction

4. Results and Generalizations

4.1. Reliability statistics

Internal consistency among items is questionnaire is measured with Cronbach's alpha test. This test is used to calculate the reliability of the questionnaire; whether the questionnaire is consistent to be used for statistical analysis or not (Knapp, 1991). **Table 1** describes the reliability statistics of the questionnaire. The reliability is calculated using SPSS 17.0 on forty three items in questionnaire having sample size of one hundred and seventy five.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.950	43

From **Table 1**, the reliability statistics of questionnaire as per Cronbach's alpha is **(α = 0.950)** which is greater than the range of acceptance i.e. $0.8 > α ≥ 0.7$ (George & Malley, 2003). The Cronbach's alpha   **(α = 0.950)** lies in the range of excellent i.e. $α ≥ 0.9$ (George & Malley, 2003) which is feasible for further statistical testing.

4.2. Descriptive statistics

In quantitative research, the descriptive statistics is used for quantitatively describing the main features of the collected information (Mann, 1995). In order to determine and summarize sample and observations collected, descriptive statistics is used (Trochim, 2011). **Table 2** summarizes the descriptive statistics (mean and standard deviation) of the dependent variables as Job trust, Performance Evaluation System **(PES)**, Zero Sum Reward **(ZSR)**, Performance Pressure **(PP)** and Role Ambiguity **(RA)**.

Table 2: Descriptive Statistics for Independent Variables

	N	Mean	Std. Deviation
Job trust	175	4.6286	.37248
PES	175	4.2356	.37749
ZSR	175	4.5851	.42019
PP	175	4.5497	.43548
RA	175	3.6069	.40337
Valid N (list wise)	175		

From **Table 2**, the descriptive statistics of independents variables are; Job trust *(N= 175, **Mean**= 4.6286, **Std. Dev.** = 0.37248)*, Performance Evaluation System **(PES)** *(175, 4.2356, 0.37749)*, Zero sum Reward **(ZSR)** *(175, 4.5851, 0.42019)*, Performance Pressure **(PP)** *(175, 4.5497, 0.43548)*, Role Ambiguity **(RA)** *(175, 36069, 0.40337)*.

Similarly **Table 3** describes the collective descriptive statistics of all independent variables as organizational factors (Job Trust, Performance Evaluation System, Zero sum reward, Performance pressure and role ambiguity).

Table 3: Collective Descriptive statistics

	N	Mean	Std. Deviation
Organizational Factor	175	4.3212	.35007
Valid N (list wise)	175		

From **Table 3**, the collective descriptive statistics (Mean and Standard deviation) of independent variables as organizational Factors (**N**=175, **Mean**= 4.3212 and **Std. Dev.** = 0.35007).

4.2.1.   Frequency distribution

Frequency distribution is used to summarize the group of data; it normally helps in organizing an unorganized data to divide mutually exclusive classes and the number of occurrence in the class. **Table 4**, **Table 5** and **Table 6** are showing the frequencies of gender, age and education of the sample.

Table 4: Summary table of frequency distribution for Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	130	74.3	74.3	74.3
Female	45	25.7	25.7	100.0
Total	175	100.0	100.0	

From **Table 4**, the total collected sample is of 175 respondents. Among them, the distribution of gender; males and females is 130 and 45 respectively. The total percentage of male is greater than female (74.3% > 25.7%). This shows that in banks of Larkana city males are in greater ratio.

Table 5: Summary table of frequency distribution for Age

	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	62	35.4	35.4	35.4
31-40	89	50.9	50.9	86.3
41-50	24	13.7	13.7	100.0
Total	175	100.0	100.0	

From **Table 5**, it is evident that among 175 respondents; 62 are in age bracket of 20-30, 89 are in 31-40 and 24 are in 41-50, having percentage share as 35.4%, 50.9% and 13.7% respectively. It is concluded from the sample that employees in age bracket of 31-40 are greater in number in banks of Larkana.

Table 6: Summary table of frequency distribution for Education

	Frequency	Percent	Valid Percent	Cumulative Percent
B.Com	26	14.9	14.9	14.9
BBA	49	28.0	28.0	42.9
MBA	72	41.1	41.1	84.0
Other	28	16.0	16.0	100.0
Total	175	100.0	100.0	

From **Table 6**, among 175 respondents of the sample; 26 are having a highest education till date is Bachelors of Commerce (B.com), 49 are Bachelors of Business Administration (BBA), 72 are Masters of Business Administration (MBA) and 28 have other education then specified. The percentage share is 14.9%, 28%, 41.1% and 16% respectively. This means that in banks of Larkana employees with formal education business (MBA) are greater in number.

4.3. Pearson Correlation (r)

Pearson correlation is a linear dependence widely used in sciences to determine the dependence between two variables; X as independent and Y as dependent (Stigler, 1989). In this research Job satisfaction is dependent variable and Job trust, Performance Evaluation System **(PES)**, Zero Sum Reward **(ZSR)**, Performance Pressure **(PP)** and Role Ambiguity **(RA)** are independent variables. **Table 7, Table 8, Table 9, Table 10 and Table 11** describes

the Pearson correlation between dependent and independent variables and **Table 12** describes the overall correlation of organizational factors and job satisfaction on 0.05 and 0.01 level of significance respectively.

Table 7: Person Correlation (r) between Job trust and Job satisfaction (JS)

		JS
Job trust	**Pearson Correlation**	.781[**]
	Sig. (2-tailed)	.000
	N	175

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

From **Table 7** the Pearson correlation (*r*) between job trust and job satisfaction is (*r* = 0.781). The relationship between two variable on sample of 175 respondents is statistically significant at 5% (*a* = 0.05) and 1% (*a* = 0.01) because (*Sig.* < *a*). The dependent variable (Job satisfaction) and independent variable (Job trust) have a direct relationship and are strongly correlated with each other.

Table 8: Person Correlation (r) between

Performance Evaluation System (PES) and Job satisfaction (JS)

		JS
PES	**Pearson Correlation**	.776[**]
	Sig. (2-tailed)	.000
	N	175

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

From **Table 8** the Pearson correlation (*r*) between performance evaluation system and job satisfaction is   (*r* = 0.776). The relationship between two variable on sample of 175 respondents is statistically significant at 5% (*a* = 0.05) and 1% (*a* = 0.01) because (*Sig.* < *a*). The dependent variable (Job satisfaction) and independent variable (Performance evaluation system) have a direct relationship and are strongly correlated with each other.

Table 9: Person Correlation (r) between Zero sum Reward (ZSR) and Job satisfaction (JS)

		JS
ZSR	**Pearson Correlation**	.983[**]
	Sig. (2-tailed)	.000
	N	175

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

From **Table 9** the Pearson correlation (*r*) between zero sum reward and job satisfaction is (*r* = 0.983). The relationship between two variable on sample of 175 respondents is statistically significant at 5% (*a* = 0.05) and 1% (*a* = 0.01) because (**Sig.** < *a*). The dependent variable (Job satisfaction) and independent variable (Zero sum reward) have a direct relationship and are strongly correlated with each other.

Table 10: Person Correlation (r) between Performance Pressure (PP) and Job satisfaction (JS)

		JS
PP	**Pearson Correlation**	.986**
	Sig. (2-tailed)	.000
	N	175

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

From **Table 10** the Pearson correlation (*r*) between performance pressure and job satisfaction is (*r* = 0.986). The relationship between two variable on sample of 175 respondents is statistically significant at 5% (*a* = 0.05) and 1% (*a* = 0.01) because (**Sig.** < *a*). The dependent variable (Job satisfaction) and independent variable (Performance pressure) have a direct relationship and are strongly correlated with each other.

Table 11: Person Correlation (r) between Role Ambiguity (RA) and Job satisfaction (JS)

		JS
RA	**Pearson Correlation**	.634**
	Sig. (2-tailed)	.000
	N	175

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

From **Table 11** the Pearson correlation (*r*) between role ambiguity and job satisfaction is (*r* = 0.634). The relationship between two variable on sample of 175 respondents is statistically significant at 5% (*a* = 0.05) and 1% (*a* = 0.01) because (**Sig.** < *a*). The dependent variable (Job satisfaction) and independent variable (Role ambiguity) have a direct relationship and are moderately correlated with each other.

Table 12: Person Correlation (r) between Organizational factors (org_fac) and Job satisfaction (JS)

		JS
org_fac	**Pearson Correlation**	.961**
	Sig. (2-tailed)	.000
	N	175

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

From **Table 12** the Pearson correlation (*r*) between organizational factors and job satisfaction is ($r = 0.961$). The relationship between two variable on sample of 175 respondents is statistically significant at 5% ($a = 0.05$) and 1% ($a = 0.01$) because (**Sig.** < ***a***). The dependent variable (Job satisfaction) and independent variable (organizational factors) have a direct relationship and are strongly correlated with each other.

4.4. Z- Test statistics

Z-Tests of hypothesis for mean were conducted to examine the statistical significance of the relationships between the variables studied at 5% level of significance. **Table 13** shows the hypotheses testing against each variable and finally statistical conclusion is drawn on the basis of quantitative results.

Table 13: Z- Test of hypothesis for mean

Variables	Standard Deviation	Sample Mean	Standard Error	*p*- Value
Job trust (H_{01})	0.37248	4.6286	0.0282	0.0000
Role ambiguity (H_{02})	0.40337	3.6069	0.0305	0.0000
Performance Evaluation System (H_{03})	0.37749	4.2356	0.0285	0.0000
Zero sum reward (H_{04})	0.42019	4.5851	0.0318	0.0000
Performance pressure (H_{05})	0.43548	4.5497	0.0329	0.0000
organizational Factors (H_{06})	0.35007	4.3212	0.0265	0.0000

Source: This research

From **Table 13** the values of mean and standard deviation are adapted from **Table 2** mentioned above and values of standard error and *p*- value from the Z test statistics. The statistical results for hypotheses testing are that all null hypotheses are rejected on the basis of **p- value** and level of significance (***a***) i.e. *p*- value < *a*. Moreover, quantitatively on the basis of Z test for mean we conclude that there is a significant impact of Job trust (H_{01}), Role ambiguity (H_{02}) , Performance Evaluation System (H_{03}) , Zero sum reward (H_{04}) ,Performance pressure (H_{05}) and organizational Factors (H_{06}) on Job satisfaction.

5. Conclusions

The quantitative analysis and results of the hypotheses testing reveals that there is a significant impact of determinants of power and politics on job satisfaction in private banks of Larkana, Pakistan. Moreover considering each independent variable, this research concludes that job trust has strong positive correlation with job satisfaction and has an impact on job satisfaction which is similar to the study conducted previously by Mohamed, Mohiadeen, & Anisa in 2012. Similarly, performance evaluation system and performance pressure has strong positive correlation and has an impact on job satisfaction which is similar to the study conducted by Rabia, Imran, & Hussain in 2011. Additionally zero sum reward has also a strong positive correlation and has an impact on job satisfaction which is also evident in from research conducted by Danish & Usman in 2010. However, role ambiguity is moderately correlated but has an impact on job satisfaction which contradicts with literature due to unclear objectives and impractical use of power in banks of Larkana. Collectively, all independent variables (organizational Factors) has posivite strong correlation and has an impact on job satisfaction which is similar to the study conducted by Rama & Anne in 2013.

In banks of Larkana it is very important for employers to maintain job trust, strengthen their evaluation system, keep significant balance in reward and minimize role ambiguity to deliver an environment of satisfaction to employees. This will help in minimizing turnover, attrition and will significsntly increase the goodwill of banks among employees and potential customers in vicinity of Larkana.

Moreover, future research may be conducted to explore the relationship between demographics (Age, gender and education) and organizational politics and their impact on job satisfaction.

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