

Perceptions of Organizational Politics Impact on Information Systems Success: An Empirical Investigation of Banking Sector

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ABSTRACT

The Extent of information systems success is based on various determinants, including perceptions of organizational politics. This paper aims to determine the impact of perceptions of organizational politics on information systems success in banks. A comprehensive model was developed, and data were collected from information systems users in banks. This study used correlation matrix, descriptive analysis and regression analysis to analyze data, and test the suggested hypotheses. The results revealed that banks information systems users have a lower “general political behavior”. In addition to moderate responses to “getting along to get ahead”, and “pay and promotion” political perspectives. Furthermore, getting along to get ahead and pay and promotion political perspectives are positively impacting system quality, information quality, and service quality of the information systems dimensions. These findings indicated that the more existence of group loyalties, and more employee fit for the bank will lead to more success of information systems. Furthermore, a lot of work is required to enhance information systems success, mainly; IS users’ feelings towards all information systems success dimensions by encouraging employees’ good ideas, teamwork, honesty, and make their minds for the benefit of information system.

Keywords: Information systems success, user satisfaction, organizational politics, interpersonal conflict, political behavior.

INTRODUCTION

Information Systems (IS) have a critical role in the organization’s success, where globalization, digital economics, and digitized organizations took place. So, the weakness of IS considered as a dangerous phenomenon on organizational success in general (Chan et al, 2002). Nowadays, the question is not whether organizations should have IS or not, but it should have an effective IS (Cragg and Tagliavini, 2006; Hamdan and Al-Hajri, 2021).

Researchers find out that the effective information system is determined by a set of individual and contextual factors; such as training, experience, structural, as well as cultural factors (DeLone and McLean, 1992, 2002, 2003; Sabherwal et al, 2006; Romi et al, 2010; Romi, 2013). Furthermore, Mhlungu et al (2019) shows that the coherency of organizational politics classified as a significant factor of successful organizational digital transformation.

A review to prior researches of the impact of organizational politics on information systems effectiveness and success show that this construct was not deeply discussed by researchers (Mukama et al, 2005, Romi et al, 2010; Romi, 2013). As well as, empirical results seem lacking

(Rai et al ,2002; Sabherwal et al, 2006). Therefore, the impact of organizational politics on information systems success remains fuzzy and illusive.

The purpose of this study is to determine the impact of perceptions of organizational politics on information systems success in banks. This will help banks to cope with these perceptions, and gain the benefits of information systems as an important tool for fulfilling all organization’s functions.

Therefore, a comprehensive model was developed in this study, including the dimensions of IS success as dependent variable, and the organizational politics as an independent variable, after that an empirical investigation for the banking sector was held to examine the developed model, and integrates the results with prior researches.

LITERATURE REVIEW AND RESEARCH HYPOTHESES

The General Model

The general model is presented (Figure 1) to identify the relationship between information systems success construct as a dependent variable, and the perceptions of organizational politics construct as an independent variable. The detailed research model is developed depending on prior IS success literature, and the organizational politics as a determinant to this success.

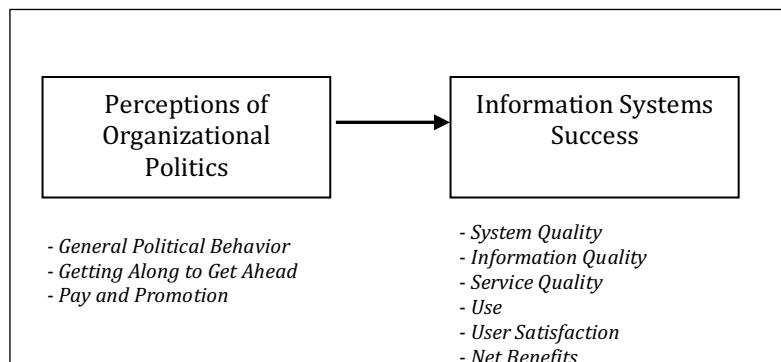


Figure 1. The General Model

INFORMATION SYSTEMS SUCCESS FACTORS

Prior researches define information system as an integrated computer-based system that utilizes computer hardware, software, users, procedures, models, and database which interacts to produce the suitable information at the appropriate time, to support organizational activities (Alter, 1996; Stair,1996; Cashman and Vermaat, 1999; Laudon and Laudon, 2004; Mcleod and Schell, 2004). Information system success factors are set of dimensions and aspects that produce the net benefits of information system, which include system quality, information quality, service quality, system use, and user satisfaction (DeLone and McLean, 1992, 2002, 2003; Seddon, 1994, 1997).

Where, system quality is defined as a set of constructs related to information system that determines the quality of the systems (DeLone and McLean, 1992; Seddon, 1997). Sabherwal et al (2006) show that these constructs are system reliability, ease of use, response time, relevance, timeliness, accuracy of information, and system productivity. Information quality is

the degree to which information presents the required benefits (DeLone and McLean, 1992; Seddon, 1994; Barnerse and Vidgen, 2002). Where, Kahn et al (2002) indicates a set of characteristics for information quality which are; accessibility, appropriateness, believable, completeness, concise representation, ease of manipulation, free from errors, interpretable, objectivity, relevancy, reputation and security. Service quality was discussed by researchers as a set of characteristics related to the services submitted by an information system to customers which include system reliability, assurance, empathy, timeliness, and security (Parasuraman et al, 1991; DeLone and Mclean, 1992; Seddon, 1994; Hochstein et al, 2005; Kim et al, 2005). Romi (2013) show that system use is the extent to which end-users uses the results presented by the information systems. Which can be measured by the degree of system use, responsiveness, adaptability, and effectiveness. DeLone and McLean (1992) and Seddon (1994) show that user satisfaction is referred to the recipient response to the use of IS output, and associated with attitudes towards IS which depends on system availability, accuracy, completeness, consistency, robustness, flexibility, and unobtrusiveness.

Delone and Mclean (1992, 2003, 2008) presented the information systems success model which can be used to measure information systems success. Romi (2013) tested this model, and find out that it shows good explanations to information systems success factors. Besides, it enables the applied theories in the area of information system measurements to take place (Seen et al, 2006). Furthermore, the model takes into consideration the perspectives of all information systems recipients. Therefore, this model will be used in this study for the purpose of measuring information systems success.

ORGANIZATIONAL POLITICS

Miles (1980) show that political activities occur in the presence of ambiguous goals, scarce resources, changes in technology or environment, non-programmed decisions, or organizational change. Where, Cropanzano et al. (1995) viewed organizational politics as social influence attempts directed at those who can provide rewards that will help promote or protect the self-interests of the actor. Meanwhile, Bauer and Erdogan (2012) show that; organizational politics are informal, unofficial, and sometimes behind-the-scenes efforts to sell ideas which influence an organization, increase power, or achieve other targeted objectives. Thus, the definition of organizational politics was formulated in the literature as those activities and actions that are not required as part of the formal roles in organizations, and influence decision making and the distribution of benefits and resources in the organization (Miles, 1980; Pfeffer, 1992; Morgan, 1997; Cragg and Tagliavini, 2006; Robbins and Judge, 2007, Rahman and Aydin, 2018).

Researchers (Morgan, 1997; Junior, 2020; Bhattarai, 2021) show that political behavior within an organization can be either positive or negative based on how the coalitions and individuals manage conflict. Where, Bowditch and Buono (1997) show that managing conflict takes two dimensions; which are assertiveness, or cooperativeness. The interaction between these two dimensions is reflected in a set of political forms; which are avoiding, competing, accommodating, compromising, or collaborative. They show that, avoiding is an unassertive, uncooperative approach in which both groups neglect the concerns involved by sidestepping the issue or postponing the conflict by choosing not deal with it. Where, competing is an assertive, uncooperative form in which each group attempts to achieve its own goals at the expense of the other through argument, authority, threat, or even physical force. Meanwhile,

accommodating is an unassertive, cooperative position where one group attempts to satisfy the concerns of the other by neglecting its own concerns or goals. In addition, compromising is an intermediate approach in which partial satisfaction is sought from both groups, where each group makes some concessions, but also receives some concessions from the other. Meanwhile, collaborative is an assertive, and cooperative political form, that attempts to satisfy the concerns of both groups by conducting an agreement to confront the conflict, identification of the concerns of the different groups, and problem solving to find alternatives that would satisfy both groups.

PERCEPTIONS OF ORGANIZATIONAL POLITICS

Political activities aim to developing and using power and other resources to obtain the preferred outcomes at the interpersonal level or intergroup level (Kacmar and Ferris, 1991; Nye and Witt, 1993; Witt, 1995; Warne, 1998). Kacmar and Ferris (1991) show that organizational politics can be conceptualized as a three-dimensional construct. This construct has become popular for measuring the level of perceived organizational politics in organizations (Nye and Witt, 1993). The three dimensions of the perceptions of organizational politics (POP) in their model are general political behavior, getting along to get ahead, and pay and promotion.

Kacmar and Ferris (1991) suggest that the general political behavior includes the behaviors of individuals who act in a self-serving manner to obtain valued outcomes. Pfeffer (1992) show that this type of behavior involves the development of coalitions within a system that compete for scarce resources. Where, the competition underscores the use of power to gain and maintain control of the political system. Meanwhile, power is expressed by who is allowed to participate in decision-making.

Furthermore, Kacmar and Ferris (1991) show that the “go along to get ahead” political behavior consists of a lack of action by individuals in order to secure valued outcomes. Meanwhile, Witt (1995) shows that this dimension relates to the existence of group loyalties. Compliance with group norms is valued, while dissenting opinions are not only discouraged but met with sanctions.

They add that, pay and promotion policies involve the organization behaving politically through the policies it enacts. Where, Witt (1995) shows that this dimension is related to the concept that people who are a good “fit” for the organization are likely to be promoted. While the need to find individuals, who will be a good fit for the organization should not be overlooked. The ability for individuals to use political means to gain promotion creates an environment where politically active individuals are promoted at the expense of others in the organization (Witt, 1995).

RESEARCH HYPOTHESES DEVELOPMENT

This study will use the predefined constructs of information systems success as dependent variables, which were developed and tested by researchers (DeLone and McLean, 1992, 2002, 2003; Seddon, 1994, 1997). These constructs include system quality, information quality, service quality, system use, and user satisfaction. Meanwhile, the study will use the independent variables which were developed and tested by (Kacmar and Ferris, 1991; Nye and Witt, 1993; Witt, 1995; Warne, 1998). These constructs include general political behavior,

getting along to get ahead, and pay and promotion. Therefore, to pursue the study purpose, a general hypothesis was proposed depending on prior information systems success literature, and the organizational politics as a determinant to this success. Furthermore, the general hypothesis was subdivided into 15 hypotheses, and a detailed model (Figure 2) was developed depending on these hypotheses.

Researchers (Warne, 1998; Chang et al, 2002; Darbyshire, 2017; Lampaki and Papadakis, 2018) discussed the relationship between organizational politics and IS success, and provide a general description of this relationship. Where, Warne (1998) finds that there is a strong impact of organizational politics on IS success, where the greater the extent of conflict, the greater the negative impact on information systems success. In addition to these findings; Chang et al (2002) finds that organizational politics plays a very important role on IS success.

In their study of the importance of social, perceptual and political aspects of computerized information systems (CPIS), Darbyshire (2017) finds out that, as a result of management power; information systems were not seen to be about assisting clinicians (end-users) to deliver better care, but about providing management with information intended to support their work, which is possibly the strongest aspect of nurses' (end-users) dissatisfaction with CPIS. Meanwhile, Lampaki and Papadakis (2018) find out that the firm's political climate is crucial to implementation success. They add; when this climate is negatively charged, implementation success suffers, whereas when it is positively charged, implementation success is high.

These findings show that the perceptions of organizational politics have an impact on information systems success. Accordingly, the general hypothesis is proposed:
General Hypothesis: Perceptions of organizational politics positively affect information systems success.

Testing the general hypothesis requires measuring the relationship between perceptions of organizational politics, and information systems success. Since the perceptions of organizational politics as an independent variable composed of three constructs, including general political behavior, getting along to get ahead, and pay and promotion, therefore three hypotheses can be formulated (H1, H2, H3).

H1: General political behavior positively impacts information systems success.

Since information systems success can be tested using five constructs, including systems quality, information quality, service quality, system use, and user satisfaction, therefore, H1 can be subdivided into:

H1-1: General political behavior positively impacts system quality.

H1-2: General political behavior positively impacts information quality.

H1-3: General political behavior positively impacts service quality.

H1-4: General political behavior positively impacts information systems use.

H1-5: General political behavior positively impacts user satisfaction.

H2: Getting Along to Get Ahead positively impacts information systems success.

Taking into consideration the dimensions of information systems success, this hypothesis can be subdivided into the following sub-hypotheses:

H2-1: Getting along to get ahead positively impacts system quality.

H2-2: Getting along to get ahead positively impacts information quality.

H2-3: Getting along to get ahead positively impacts service quality.

H2-4: Getting along to get ahead positively impacts information systems use.

H2-5: Getting along to get ahead positively impacts user satisfaction.

H3: Pay and Promotion positively impacts information systems success.

In the same way, taking into consideration information systems success dimensions requires subdividing H3 into the following sub-hypotheses:

H3-1: Pay and promotion positively impacts system quality.

H3-2: Pay and promotion positively impacts information quality.

H3-3: Pay and promotion positively impacts service quality.

H3-4: Pay and promotion positively impacts information systems use.

H3-5: Pay and promotion positively impacts user satisfaction.

METHODS

Data Collection

Testing the study hypothesis requires collecting data from information-intensive corporations. Banks can be classified as information-intensive corporations; therefore, the required data is collected from banks information system users using a questionnaire which is designed for this purpose.

Sampling

The study population consisted of information system users in banks. 110 questionnaires were distributed among bank information systems users (the respondents) in management levels where, 91 questionnaires were returned (83 % response rate). seven questionnaires were classified as non-valid; therefore, they are excluded. And hence, 84 usable questionnaires were used (76.4%) in data analysis.

Characteristics of Survey Respondents

The distribution of respondents in the survey indicate that the sample represents a cross-section of different managerial levels in Palestinian banks. Table (1) shows the respondents' characteristics; where, the majority of them are males (76%), bachelor degree holders (85.7%), exceeds two years of experience (84.5%), covers all over bank levels (strategic, management, and operational levels), performs different type of work (Managerial, data entry, and system development), and their work classified as information intensive.

Table1. Respondents' characteristics

Demographic	Items	Frequency	Percentage
Gender	Male	48	57.1
	Female	36	42.9
Degree	Diploma	4	4.8
	Bachelor	72	85.7
	HE	8	9.5
Specialization	Information System-related	25	29.8
	Other majors	59	70.2
Organizational Level	Strategic	19	22.6
	Management	12	14.3
	Operational	53	63.1
Type of Work	Managerial	50	59.5
	Data Entry	26	31.0
	System Development	8	9.5
Experience	less than 2 years	13	15.5
	2-5 years	25	29.8
	5-10 years	28	33.3
	more than 10 years	18	21.4
Information Intensive	Very Low	2	2.4
	Low	2	2.4
	Medium	26	31.0
	High	35	41.7
	Very high	19	22.6

The Research Model

The detailed research model (Figure 2) formulated to incorporate information systems success dimensions as dependent variables, and perceptions of organizational politics (POP) as independent variables. The model reflects the general hypothesis, and suggests that the perceptions of organizational politics affect the information systems success. The model includes nine constructs; six constructs of the IS success factors which are system quality, information quality, service quality, system use, user satisfaction, and net benefits. In addition to other three constructs which represent the perceptions of organizational politics including general political behavior, getting along to get ahead, and pay and promotion.

Constructs Measurement

The research model incorporates perceptions of organizational politics as independent variables, and information systems success dimensions as dependent variables. These variables were measured using a questionnaire, where the responses were ranged using Likert five points scale from 1 (strongly disagree) to 5 (strongly agree). Perception of organizational politics (POPS) was measured using fifteen items from Kacmar and Carlson's (1997) scale which has been employed in most organizational politics studies (Kacmar and Ferris, 1991; Ferris and Kacmar, 1992; Parker, Dipboye, and Jackson, 1995; Harrell-Cook, Ferris, and Dulebohn, 1999; Vigoda, 2000a; 2000b; Valle and Perrew, 2000; Valle and Witt, 2001; Vigoda, 2001; Vigoda and Cohen, 2002; Huang, Chuang, and Lin, 2003). Information systems success dimensions were measured using the Delone and Mclean (1992, 2003, 2008) scale which has been widely used in the literature, and tested by Romi (2013).

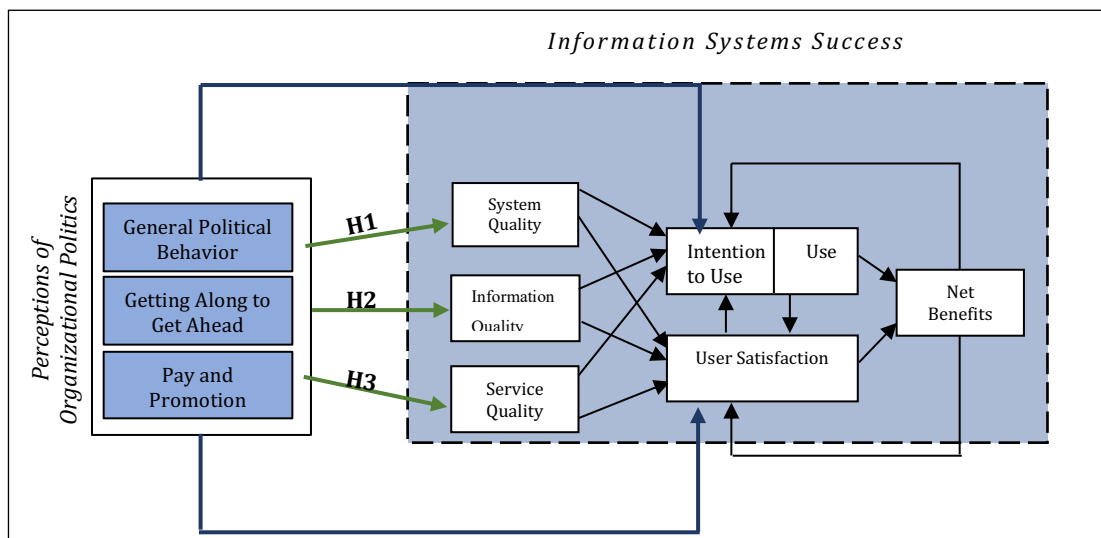


Figure 2. The Detailed Research Model

RELIABILITY AND VALIDITY OF CONSTRUCTS MEASUREMENT

A questionnaire was used to collect respondents' data, which is designed to measure the perceptions of organizational politics, and information systems success. To ensure the reliability of the measurement constructs, a reliability analysis was conducted on the collected data. The criteria have given by Cristman and Van Aelst (2006) was applied to determine the adequacy, and the reliability coefficient obtained for each construct; the criteria indicates that an alpha reliability 0.6 or more is considered an adequate reliability coefficient. In addition, factor analysis was conducted with the collected data to ensure the validity of the measurement constructs. Where, loading factor greater than 0.3 is considered significant, loading 0.4 is more important and loading of 0.5 or greater is considered as very significant (Hair et al, 1998).

Table (2) shows the internal consistency reliability, and the factor analysis for the perceptions of organizational politics, and information systems success. The results show that the constructs' items are significantly correlated with the total items, and alpha reliability will not improve if any of items deleted. In addition, the results show that all constructs' items fall under one dimension for each construct, with a loading that exceeds 0.6. Thus, the measures were able to demonstrate a level of construct validity.

Table 2. Experimental Scales for Used Measures

Constructs	# of Items	Alpha Reliability Estimate	Minimum Items Loading	Components Extracted
General Political Behavior	2	0.747	0.708	1
Getting Along to Get Ahead	7	0.886	0.566	1
Pay and Promotion	6	0.901	0.750	1
System Quality	6	0.915	0.749	1
Information Quality	8	0.966	0.860	1
Service Quality	6	0.957	0.865	1
System Use	4	0.960	0.932	1
User Satisfaction	5	0.957	0.903	1
Net Benefits	5	0.941	0.874	1

RESULTS

Descriptive Statistics

Table (3) shows the descriptive statistics for the perceptions of organizational politics, and dimensions of information systems success; using mean, and standard deviation.

The results show that the respondents have a lower “general political behavior” with a mean of 2.4. Meanwhile, the same respondents have a moderate response in “getting along to get ahead”, and “pay and promotion” political perceptions, with a mean that exceeds 2.8. On the other hand, the results show that; respondents have positive responses (mean > 3) to information system success constructs; mainly, system quality, information quality, service quality, system use, user satisfaction, and net benefits.

Table (3). Descriptive Statistics

Constructs	Minimum	Maximum	Mean	Std. Deviation
<i>Perceptions of Organizational Politics</i>				
General Political Behavior	1.00	5.00	2.3929	1.03863
Getting Along to Get Ahead	1.00	5.00	2.8148	.93644
Pay and Promotion	1.00	5.00	2.8651	1.00749
<i>Dimensions of Information Systems Success</i>				
System Quality	1.00	5.00	3.7341	.80872
Information Quality	1.00	5.00	3.8438	.85792
Service Quality	1.00	5.00	3.8948	.84936
System Use	1.00	5.00	3.8381	.93987
User Satisfaction	1.00	5.00	3.8571	.91813
Net Benefits	1.00	5.00	3.9238	.86590

Hypothesis Testing

Romi (2013) test's the relationships between information systems success dimensions, and find out that the Delone and Mcleans' model is an appropriate tool for measuring information systems success. The current study focuses on finding independent variables that have an impact on information systems success. Therefore, the following section will test the impact of perceptions of banks politics on the dimensions of information systems success as predefined in the research model and hypothesis.

The Impact of General Political Behavior on IS Success

Hypothesis H1 suggests that, general political behavior positively impacts information systems success. Meanwhile, information systems success can be tested using five major constructs, mainly; systems quality, information quality, service quality, system use, and user satisfaction. The results of Pearson correlation "r" (Table 4) show that there are positive relationships between general political behavior and systems quality, information quality, service quality, and user satisfaction, meanwhile its negative with the system use. But these results are not significant ($P > 0.05$), this implies that the results don't support H1. Recalling Kacmar and Ferris

(1991) and Pfeffer (1992), the results show that general political behavior cannot be considered an important factor that influences information systems success.

Table 4. Regression Analysis for General Political Behavior on IS Success Dimensions

Dependent variables	R	R Square	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
			B	Std. Error	Beta		
System Quality	.079	.006	.062	.086	.079	.720	.474
Information Quality	.026	.001	.021	.091	.026	.233	.816
Service Quality	.000	.000	.000	.090	.000	-.004	.997
System Use	.006	.000	-.005	.100	-.006	-.051	.959
User Satisfaction	.065	.004	.057	.097	.065	.586	.559

The Impact of Getting Along to Get Ahead on IS Success

Hypothesis H2 suggests that, getting along to get ahead positively impacts information systems success.

The results of Pearson correlation "r" (Table 5) show that there are positive relationships between getting along to get ahead political perspective and systems quality, information quality, service quality, system use, and user satisfaction. The results show that, the relationships are significant ($P < 0.05$) for system quality, information quality, and service quality. Meanwhile, the relationships are not significant ($P > 0.05$) for system use, and user satisfaction, this implies that the results partially support H2. Therefore, getting along to get ahead political perspective positively impacts system quality, information quality, and service quality as important dimensions for information systems success. Depending on Kacmar and Ferris (1991), the results show that there is a lack of action by individuals to secure valued outcomes. Furthermore, the results come consistent with Witt (1995), where, the existence of group loyalties between banks information system users.

Table 5. Regression Analysis for Getting Along to Get Ahead on IS Success Dimensions

Dependent variables	R	R Square	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
			B	Std. Error	Beta		
System Quality	.230 ^a	.053	.195	.092	.230	2.111	.038
Information Quality	.268 ^a	.072	.242	.097	.268	2.488	.015
Service Quality	.254 ^a	.065	.226	.096	.254	2.349	.021
System Use	.169 ^a	.029	.168	.109	.169	1.536	.128
User Satisfaction	.167 ^a	.028	.162	.107	.167	1.517	.133

The Impact of Pay and Promotion on IS Success

Hypothesis H3 suggests that, Pay and Promotion positively impacts information systems success.

The results of Pearson correlation "r" (Table 6) show that there are positive relationships between Pay and Promotion political perspective and systems quality, information quality, service quality, system use, and user satisfaction. The results show that, the relationships are significant ($P < 0.05$) for system quality, information quality, and service quality. Meanwhile, the relationships are not significant ($P > 0.05$) for system use, and user satisfaction. This implies that the results partially support H3, therefore, pay and promotion political perspective positively impacts system quality, information quality, and service quality as important dimensions for information systems success. This result is consistent with Witt (1995), where, politically active individuals are promoted at the expense of others in banks information system users.

Table 6. Regression Analysis for Pay and Promotion on IS Success Dimension

Dependent variables	R	R Square	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
			B	Std. Error	Beta		
System Quality	.186 ^a	.035	.146	.086	.186	1.702	.092
Information Quality	.251 ^a	.063	.209	.090	.251	2.335	.022
Service Quality	.230 ^a	.053	.190	.089	.230	2.131	.036
System Use	.105 ^a	.011	.096	.101	.105	.948	.346
User Satisfaction	.073 ^a	.005	.066	.099	.073	.662	.510

DISCUSSION

The results show that the respondents have moderate responses to perceptions of organizational politics. Depending on Kacmar and Ferris (1991), these results implies that, information systems' users in banks do not act in a self-serving manner to obtain valued outcomes. Meanwhile, there is a lack of action by individuals in order to secure valued outcomes, in addition to the existence of group loyalties. In addition, the banks behaving politically through the policies it enacts. On the other hand, and in spite of the positive responses to information system success constructs, the results imply that there is a lot of work required to enhance information systems success in banks, and hence, enhance the respondent's feelings towards all success dimensions.

The research model of this study was developed to investigate the possible impact of perceptions of organizational politics on information systems success. The data analysis supports the hypothesized relationships between independent and dependent variables in the research model. This implies that, organizational politics were found to have an influence on information systems success.

The findings are consistent with the findings of a number of prior researches. For instance, Warne (1998) found that there is a strong impact of organizational politics on IS success. Also,

Chang et al (2002) found that organizational politics plays a very important role in IS success. Furthermore, Lampaki and Papadakis (2018) found that the firm's political climate is crucial to implementation success.

While, the impact of each perception of organizational politics on information systems success was not previously investigated by researchers, the current study provides a further insight to all perceptions of organizational politics, and information systems success dimensions. The results of hypothesis testing (Table 7) show that both getting along to get ahead and pay and promotion political perspectives related hypotheses were accepted. These results can be added to the research model to produce the perspectives of organizational politics impact on information systems success model (Figure 3).

The model (Figure 3) shows that getting along to get ahead along with pay and promotion political perspectives have a positive impact on system quality, information quality, and service quality. Furthermore, these political perspectives explain 5.3% of the variance in system quality, 7.6% of the variance in the information quality, and 6.7 of the variance in service quality.

Table 7. Summary of Testing results for the Hypothesis

Research Model Hypothesis	Regression Support-Result	R Square
H1: General political behavior positively impacts information systems success.		
General political behavior positively impacts system quality.	Rejected	.062
General political behavior positively impacts information quality.	Rejected	.021
General political behavior positively impacts service quality.	Rejected	.000
General political behavior positively impacts information systems	Rejected	-.005
General political behavior positively impacts user satisfaction.	Rejected	.057
H2: Getting Along to Get Ahead positively impacts information systems success.		
Getting Along to Get Ahead positively impacts system quality.	Accepted	.053
Getting Along to Get Ahead positively impacts information quality.	Accepted	.072
Getting Along to Get Ahead positively impacts service quality.	Accepted	.065
Getting Along to Get Ahead positively impacts information	Rejected	.029
Getting Along to Get Ahead positively impacts user satisfaction.	Rejected	.028
H3: Pay and Promotion positively impacts information systems success.		
Pay and Promotion positively impacts system quality.	Accepted	.035
Pay and Promotion positively impacts information quality.	Accepted	.063
Pay and Promotion positively impacts service quality.	Accepted	.053
Pay and Promotion positively impacts information systems use.	Rejected	.011
Pay and Promotion positively impacts user satisfaction.	Rejected	.005

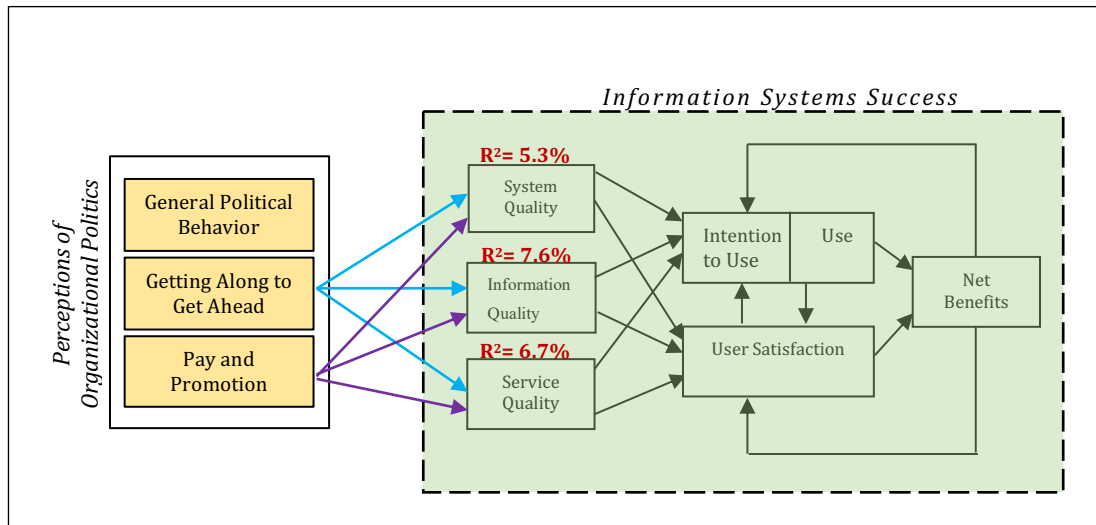


Figure 3. Perspectives of Organizational Politics Impact on Information Systems Success

CONCLUSION

This paper aims to determine the impact of perceptions of organizational politics on information systems success in banks. A comprehensive model was developed which incorporates the dimensions of IS success as dependent variable, and the organizational politics as an independent variable. Data were collected from banks information system users to examine the developed model.

The results show that the participants have a lower “general political behavior”, and moderate responses to “getting along to get ahead”, and “pay and promotion” political perspectives. This implies that, banks’ employees don’t act in a self-serving manner to obtain valued outcomes, because of the existence of group loyalties, and banks don’t overlook employees whom are with a good fit for the bank.

The results show a reasonable positive response to information systems success in banks. Where, respondents have positive responses to information system success constructs; mainly, system quality, information quality, service quality, system use, user satisfaction, and net benefits. These, results indicate that, there is a lot of work required to enhance information systems success, mainly; IS users’ feelings towards all information systems success dimensions by encouraging employees’ good ideas, teamwork, honesty, and make their minds for the benefit of information system.

Furthermore, the findings show that general political behavior cannot be considered an important factor that influences information systems success. This result implies that banks can invest in information systems without any fear of self-serving manner of employees, where, these resources will serve the bank as a whole.

Getting along to get ahead and pay and promotion political perspectives are positively impacting system quality, information quality, and service quality.

This article provides a further insight to the impact of perceptions of organizational politics on information systems effectiveness and success, and integrates the results to prior researches by providing a suggested model (Figure 3) that explains the variance of information systems success dimensions depending on perceptions of organizational politics. Where, these political perspectives explain 5.3% of the variance in system quality, 7.6% of the variance in the information quality, and 6.7 of the variance in service quality. These results indicate that; the more existence of group loyalties the more success of information systems. As well as, more employee fit for the bank, the more success of information systems.

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