

Organizational Politics and its Influence on Employees' and Volunteers' Motivation in Emergency Organizations in Israel

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Abstract

Inefficient utilization of human capital in organizations is one of the main factors leading to low productivity among organizations in Israel (Klein, 2017). One of the most promising solutions for preserving human capital at the workplace and increasing productivity is to increase employees' motivation. This article examines the influence of organizational politics, while focusing on its impact on motivation in public organizations in general and emergency organizations in particular. In addition, this paper presents ways to preserve human capital in public organizations by increasing motivation while neutralizing the negative perception of organizational politics. First, the paper reviews definitions of the key concepts - organizational politics, human capital, and public service motivation. The paper next reviews studies that examined different ways to strengthen motivation in public organizations, including the findings of a study on the influence of organizational politics on motivation. The paper concludes in the presentation of ways by which public service organizations strengthen motivation among their employees in order to preserve their human capital and lead to better and more efficient utilization of the human capital within the organization.

Keywords: organizational politics, motivation, public service, human capital

JEL classification: M10, M12

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1. Introduction

Emergencies disrupt and harm different aspects of community life, such as housing, employment, community institution's activities, and more. They also lead to a change of values and norms to accommodate urgent needs that arise. Thus, terror attacks and disasters that affect civilian population require crisis management and coordination among emergency organizations, as well as preparing the community's resilience in times of emergency and disaster (Bernard, 2011). Emergency services in Israel include employees and volunteers operating in Israel's National Fire and Rescue Authority, MDA (Magen David Adom), Israeli Police, etc. Given their great importance and necessity during disasters and emergencies, it is important to examine the readiness of these emergency services

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as well as the human capital they are composed of, which includes both employees and volunteers (Kimhi, and Eshel, 2010).

The current paper is discussing organizational politics and its impact on emergency organizations in Israel, mainly on motivation of their staff (MDA, Fire and Rescue Authority). Organizational politics exists in every organization. Alongside the negative consequences of poor organizational politics, healthy organizational politics can lead to competitive growth. Problems arise when organizational politics involves actions that harm employees as well as the organization. This is often reflected in a decline in employees' motivation and performance (Bukhari & Kamal, 2015; Chang, Rosen, Siemieniec, and Johnson, 2013), where motivation is defined as the individual's ability to achieve his or her personal goals and it is a key resource in realizing one's needs and expectations (Bergner, 2007).

The research question is the following: What is the influence of Organizational Politics on staff's motivation in emergency organizations in Israel (MDA, the Fire and Rescue Authority)?

Our research findings show that there is a negative relationship between organizational politics and quality of work in emergency organizations, meaning that high level of organizational politics will lead to decreased quality of employees' performance and their motivation (Vigoda-Gadot, 2007).

Emergency organizations in general, and MDA, the Fire and Rescue Authority in particular, in Israel, are important organizations that assist in times of emergency through their human capital. For this reason it is important to examine the human factor in these organizations and their functioning, as these organizations deal with saving lives. Knowledge and learning about how to increase motivation can have implications relating to saving citizens' lives, and for that reason, it is also important to examine the extent to which organizational politics in these organizations influences motivation. This topic is also interesting because of the author's occupation, who is employed in such an organization, so that, based on the research findings, these organizations can recommend what is worth preserving and what should be improved.

The goal of the research was to examine the relationship between organizational politics and employees' motivation, isolate the factors impairing it, and try to establish ways to reduce the impact of these factors. At operational level, the goal was to identify ways and best practices for developing and ensuring healthy organizational politics (including transparency, establishing trust, etc.), in order to increase motivation of employees and volunteers.

2. Definition and characteristics of “Organizational Politics” (Corporate Politics)

One aspect of any organization is that it is also a political body, and its employees are political actors. Every employee in an organization has a formal aspect, reflecting his or her functional activities (doing ‘what is needed’), and an informal aspect, reflecting his or her political behavior (doing ‘what is

worthwhile'). The correct integration of these two aspects increases the power an employee or a manager has, as well as their influence within the organization. In addition, internal politics in organizations influence the performance and functioning of employees. Therefore managers must learn and understand it, in order to act effectively within it. Thus, understanding organizational politics is a source of power (Beaudoin, 2004).

Organizational politics refers to employees / individuals who are directed towards a targeted goal of promoting their self-interests regardless of the well-being of others within the organization (Zivnuska, Kacmar, Witt, Dawn, & Virginia, 2004). Hence, organizational politics is defined as strategic behavior designed to maximize self-interest and it can be linked to the theories discussing fairness, honesty and justice in the workplace. In addition, other studies describe organizational politics as a power play and impact tactics designed to achieve the best results for the user (Vigoda-Gadot, 2007).

Consequently, organizations can be regarded as political entities and in order to operate within them, one must understand the prevailing organizational politics in the specific organization in which him/her works. Political behavior in an organization is identified as having a significant impact on key processes within the organization and its functioning. In recent decades, a great deal of research has been devoted to understand political processes within organizations and try to identify its roots, motivations and influences. In this context, organizational politics is defined as reciprocal processes of influence among members of an organization through various directions (towards colleagues, workers they manage and their own managers), and are aimed at achieving specific personal or organizational goals. Another definition relates to the formal and informal power relations within the organization. Organizational politics is reflected in diverse "tactics of influence and interactions such as persuasion, exchange, exerting pressure, exercising authority, and more, as these behaviours are subject to change and serve individual or group benefit within the organization" (Gotsis & Kortezi, 2011).

Organizational politics encompasses all activities that are carried out within the organization in order to gain power and the manner power is employed, alongside other resources, to ensure achieving the desired results. Research shows that organizational support is an important factor in maintaining the emotional commitment of employees in organizations that have high levels of organizational politics (Bukhari & Kamal, 2015). In addition, high levels of organizational politics indicate lack of transparency and thus have negative influence on employees, such as decreased performance, decreased quality of work and decreased motivation (Chang, Rosen, Siemieniec and Johnson, 2013).

That is, organizational politics includes "concealed means, manipulative behaviours, theft of ideas, finding scapegoats, and all these are designed to serve one's own goals" and therefore, in many cases, negative organizational politics inhibits creativity, productivity, fairness, motivation and teamwork (Agrawal, 2013).

3. Human Capital

Human capital is defined in various ways in various research fields. Studies focusing on the levels of analysis of the individual working in an organization define human capital in terms of competencies that bring a certain economic value to the company (Boon, Eckardt, Lepak & Boselie, 2018). Thus, for example, studies in this field have defined human capital as a collection of skills the organization's employees possess, including capabilities, knowledge and skills, which can be used to achieve the organization's goals (Klein, 2017). These studies tend to emphasize personal skills, such as employees' cognitive ability, personality traits, knowledge and skills. Following this definition, organizations will invest primarily in the search for "stars" that can benefit and promote the organization's goals due to their capabilities. These are people who are above average performance, that is, experts or exceptional talented individuals that the organization is willing to invest more in them due to the value they bring (Empson, Muzio, Broschak&Hinings, 2015).

A second approach to defining human capital focuses on the structure of the organization's human resources. These studies do not focus on the individual level, rather on the processes and actions undertaken by the entire organization, and specifically the human resources department. In these studies, human capital is perceived as an intermediary between the organization's plans and activities on the one hand, and the performance of the organization on the other hand (Boon, Eckardt, Lepak & Boselie, 2018).

Studies conducted using this approach do not examine the "stars" of the organization or the traits and abilities of various employees in the organization, rather they focus on the actions the organization undertakes to increase the motivation of the "regular" employees, the satisfaction they express as a result of the organization's plans and activities. Such studies also show that there is a direct link between the nurture of the organization's human capital and its performance. When an organization knows to take proper care of its human capital, its performance improves. In these studies, human capital is defined as one of the organization's intangible assets and resources, along with customer capital, structural capital, and innovation capital. Human capital management represents a modern approach to managing people, which also leads to an increase in the organization's competitive performance and its competitive advantage, which contribute to the organization's stability (Strenitzerová & Achimský, 2019).

4. Public Service Motivation (PSM)

In the context of the world of employment, motivation is the level of employee engagement in his or her work - the degree of interest, enthusiasm and desire of the employee to do his or her job (Pindek, Howard, Krajcevska& Spector, 2019). Studies identify processes and actions that organizations undertake to promote employees' motivation, which is reflected in addressing the needs of

employees at the psychological level to increase their efficiency, along with taking care of their well-being and increasing their satisfaction in the workplace (Chen, Wang, & Fang, 2017).

There are various theories relating to motivation within organizations. According to the Expectancy Theory, which is one of the leading theories relating to the analysis of motivation in organizations, there are two types of motivations - Extrinsic and Intrinsic motivation. Intrinsic motivation is an action carried out since it is in itself rewarding, for example because it can be enjoyable. Extrinsic motivation is an action carried out to gain external desirable rewards, such as pay and incentives (Haider, Bao, Larsen, & Draz, 2019). According to another conceptualization of the two types of motivation, intrinsic motivation directs the individual to personal goals that he or she set to themselves, while extrinsic motivation directs a person towards goals set by the organization (or society) i.e. by an external factor (Chen, Wang & Fang, 2017).

According to motivation theory, extrinsic motivation will cause people to perform their task under two conditions –1) they will receive a reward they perceive as valuable (or alternatively, they may be punished if they fail to do the task), and 2) they believe they can accomplish the task. Intrinsic motivation, as opposed to extrinsic motivation, is not contingent on external rewards or punishments, rather it is based on internal factors, such as the employee's set of values, a vision or goals the employee set for himself, a desire for self-fulfillment, personal satisfaction, and more (Roth, 2018). In the context of public sector service, intrinsic motivation can be based on loyalty to the State, a sense of belonging and responsibility to others (Haider, Bao, Larsen & Draz, 2019).

Studies that have examined the relationship between intrinsic and extrinsic motivation and performance have yielded surprising findings. They found that managers who reward employees for their work do not strengthen motivation and, in fact, they impair it. When motivation is only external, employees tend to avoid self-initiative and do not develop intrinsic motivation (Afsar, Badir, Saeed & Hafeez, 2017). In contrast, managers who do not rely on rewards alone and succeed in developing trust among the employees and setting goals based on a belief in the employees' capabilities, help increase a sense of intrinsic motivation among the employees (Alghazo & Al-Anazi, 2016).

Researchers are also examining what motivates people to work in public organizations. These studies examine the factors contributing to Public Service Motivation (PSM), as it is referred to in the literature. In other words, the above-mentioned motivation theories refer to the factors motivating people in general, and PSM refers to specific motivation derived from these general theories (Yudiatmaja, 2017). The motivation for choosing to work in public service is more important today than ever before, with the increasing demand from public organizations to operate more effectively and more efficiently, without raising public spending on these services, i.e. without adding to the government's financial burden. To this end, there is a need to establish an action plan aimed to increase public employees'

motivation without investing additional financial resources (Miller-Moore, Attias and Vigoda-Gadot, 2016).

Studies show that public service motivation is a key factor in improving the quality of public services, both directly and through job satisfaction. Highly motivated public service employees have greater satisfaction with their work and they provide better quality of service (Nurung, Asang, & Hamsinah, 2019). Improvement of employees' performance can be achieved only by increasing their job satisfaction, which is influenced by support provided by the workplace, a sense of engagement in their work, freedom of choice and autonomy, relationships with other employees, and employment stability (Dhamija, Gupta & Bag, 2018).

Since the early 1990s, studies have been conducted on the motives of public service employees, with the key question in these studies being "why some people are more attracted to public service than others are?". That is, what are the characteristics and traits of motivated individuals to serve in the public sector, compared to those who are not attracted to work in such organizations (Miller-Moore, Attias, and Vigoda-Gadot, 2016). Studies have found that there are differences between people who choose to work in the public sector and those who choose to work in the private sector. People tend to choose public service because they desire to influence policy, they have a sense of commitment to social justice and a desire to sacrifice themselves for the sake of the state or society. These studies also found that demographic factors, such as class and gender, as well as educational attainment, preferred types of reward, tendency to volunteer, organizational influences, and institutional affiliation (e.g., religion) are also associated with the choice to have a career in public service (Ng, Gossett, Chinyoka, & Obasi, 2016).

Conceptually, PSM has no widely accepted definition shared by all researchers. Some researchers define PSM as a tendency to respond to the unique challenges that exist primarily in public institutions. Others emphasize a person's desire to serve the public interest due to an altruistic, non-economic motivation while placing that interest before his or her own interests. Additional definitions refer to broad pro-social motivation that encourages a person to take actions to help the community (Yudiatmaja, 2017). Miller-Mor Attias and Vigoda-Gadot (2016) define public service motivation as "expressing the desire, ambition, adjustment, and willingness to choose public service not only as a field of practice but as a career and life-work" (*ibid*, p. 26).

A number of studies have shown that public sector employees compared to private sector employees are significantly more motivated and that they perceive external financial incentives as less valuable. The level of altruism is higher among these employees and consequently their level of PSM is higher. In addition, there are several differences between employees working in the private and the public sector in relation to, first, the individualist viewpoint - employees working in the private sector have more individualistic perceptions than public sector employees. The second difference refers to valuation of external rewards - private sector employees value external rewards more than employees working in the public

sector, and the third difference refers to the tendency to prefer a more traditional career - employees working in the public sector tend more towards traditional careers that have a clear hierarchy and a well-known and well-defined promotion routes compared to workplaces that have a more flexible structure (Ng, Gossett, Chinyoka, & Obasi, 2016).

Researchers also examined the manner by which people develop public service motivation. Do employees arrive to the organization with this motivation, or does this motivation develop through their work? The concept of Public Service Motivation is based on the notion that reasons that drive people to act, commit, make choices, invest in organizational efforts and in various behaviors - vary according to the field in which they operate, when there is a distinction between the public and private sectors. The following four dimensions characterize Public Service Motivation, according to (de Gennaro, 2019):

1. "Attraction to setting policy - based on the desire to meet one's personal needs while serving the community";
2. "Commitment to the public interest - representing the altruistic desire to serve public interests";
3. "Compassion - including love for others and the desire to make others feel protected";
4. "Self-sacrifice" - providing services to others while sacrificing personal tangible incentives.

These dimensions, which distinguish between people with a tendency to choose public service and those who choose a career in the private sector, are consistent with the findings mentioned above regarding personal differences, such as attitudes toward altruism, individualism, value external rewards assessment, etc.

According to the Attraction – Selection – Attrition Model (ASA), people have certain psychological tendencies that influence their choice of workplace. This model is based on the Matching Theory of human environments, which states that the stronger the congruence between one's psychological tendency and the characteristics of the work environment, the more it is likely that the employee will remain in that work place (Haider, Bao, Larsen & Draz, 2019).

In the context of Public Service Motivation, it is customary to distinguish between three types of motives: rational motives, which relate to personal interests or a desire to promote a particular social agenda; normative motive, which relates to one's attraction to the field due to altruism and moral perceptions; and effective motivation, in which the attraction is based on personal identification with goals or emotions represented by that field. A fourth type of motive can be added, which relates to a willingness to sacrifice for a certain cause while giving up financial rewards in favour of intangible rewards entailed in the work itself (Miller-Mor, Attias and Vigoda-Gadot, 2016).

5. Public Sector Motivation and Human Capital

Researchers are searching for the factors that strengthen the level of motivation among public sector employees, with the aim of preserving human capital in the organizations and preventing their sense of burnout and their inclination to terminate their work. One of the findings show that the work structure has a major impact on the level of employee motivation. Scope Karmon (2018) described how she and her entire staff changed a 9-hour workday to a short, 6-hour workday, which focused on goals and effective work. The team continued to receive full salaries but their workday was shorter. Other work teams referred to this team as spoiled and lazy based on the notion that numerous hours of work necessarily indicate productivity. However, data indicated that the productivity did not decline, rather, it increased. The concept of a long workday is based on approaches developed in the late 19th Century and the early years of the 20th Century, following the industrial revolution. Such approaches are incompatible with the new work environment that has changed beyond recognition due to the technology revolution, which allows performing tasks, such as bank transfers, in a single key stroke, to hold meetings and conferences in various locations around the world, and more (Scope Karmon, 2018).

Another change that can be adopted in order to increase employees' motivation is to invest in the attitude towards their work environment and the way they feel within that environment, rather than invest in the reward system. Job satisfaction is more influenced by the enjoyment that employees derive from their work place than the financial rewards they receive. A study conducted in Israel (Shamai, 2016) compared "hard" workers, who work many hours and invest great effort, to "regular" workers, who invest an average number of hours. The "hard" workers were found to be happier in all aspects examined (global, emotional and cognitive) than the "regular" workers. Hence, the workplace has a pivotal place in the lives of employees and their level of satisfaction from their lives. At the same time, it is interesting to note that in the same study, the "hard" workers, who invest in work out of their sense of pleasure and interest, were distinguished from the "workaholics", who invest their time and effort because of the financial reward. The financial aspect was found to be a variable that can predict lower levels in all the various dimensions of happiness and job performance (Shamai, 2016).

In recent years, studies have refuted the concept that views financial rewards as a major factor in increasing motivation, after it was employed for several decades as the primary approach guiding various organizations. This argument is especially true in relation to public organizations, where employees possess prior motivation that is more intrinsic rather than extrinsic. In other words, they value the content of the job, the degree of interest it entails, the possibility of learning new things, the autonomy they are given, the recognition receive for the work, and more, more than the financial gain from the job (Miller-Moore, Attias and Vigoda-Gadot, 2016). For example, the "Taylorism" approach, which was developed during the late 19th Century, sought to achieve maximum efficiency by

reducing the systemic planning that is the responsibility of the employees and by having an accurate monetary reward system for various tasks. This approach is criticized by the Human Relations approach due to its lack of humanity. The Human Relations approach argues that additional factors can help to achieve efficiency. The premise of this approach is that people are not economic beings, as assumed by the Taylorism approach, rather people are social beings and therefore the informal work environment has special significance in promoting organizational efficiency, more than the formal reward system (Roth, 2018).

One example of the preservation of human capital in organizations in Israel is the example of the permanent staff (career soldiers) in the IDF (Israel Defense Forces). IDF confronted the question of how to preserve its human capital among its career soldiers without them leaving in favor of careers in the civil market. The conclusions reached by the IDF were that it is necessary to employ the two types of motives described above in order to preserve their human capital - both intrinsic and extrinsic motivation. To provide an answer to extrinsic motivation, the IDF prepared a program for maintaining the high quality component by its Human Resource Division, also reflected in the Gidon multi-year plan. These plans detail the benefits and incentives provided to IDF's permanent staff. At the same time, studies that were conducted among IDF's permanent staff indicate that the external benefits are not sufficient in preserving the permanent staff and that a more complex plan is required to address the staff's personal needs. The rewards and incentives are not sufficient, as they do not compensate for the many work hours, and they do not address the general feeling that the IDF disrespects its permanent staff and perceive them as a cheap resource. Following these findings, additional initiatives were added to existing benefits and incentives, such as the principle of the "open door", according to which the IDF will allow members of the permanent staff to leave IDF in order to have a "taste" of civil life, after which they will return to continue their military career with greater appreciation for the IDF. This will also enable them to raise new ideas, develop and establish personal plans, strengthen values and continue their military career with a sense of mission (intrinsic motivation) (Roth, 2018).

6. The research method

6.1 Research Study Design

This current study is a correlational study. It was chosen because it provides several advantages: it is simple, fast, and cost-efficient. There are, however, disadvantages, including that it does not enable to know how the variables influence each other (Birnbaum, 1993).

The research population included public administration employees in Israel, where the sample included 250 public servants in several municipalities in Israel. The sample includes both men and women.

6.2 The Research Tools

The tool for collecting both quantitative information is a questionnaire distributed among people working in emergency organizations in Israel. This tool was selected due to the possibility it enables to compare the data and controlling the research process.

The questionnaire had three parts: **Part I - Organizational Politics, Part II – Motivation and part III. Demographic data.**

Part I consisted of the calculation of an empirical index for measuring perception of political activity (Vigoda, 2007), referred to as Perceptions of Organizational Politics Scale (POPS). This study employs the shorter version that is composed of 9 items. The concept of perception of organizational politics was defined as the extent to which the employee assesses his or her organizational environment as political and thus as unfair and unjust (Vigoda, 2007). Reliability level was $\alpha=0.89$.

Part II of the questionnaire has examined the variable of “employees’ motivation” using a standard motivation questionnaire, prepared by Adler-Caberty (1999). The questionnaire included 10 questions (rated on a 1 to 5 Likert scale) according to two measures: extrinsic motivation (questions: 2, and 8) and willingness to invest (questions: 1,3,4,5,6,7,9, and 10).

The target population of the study consisted of Israel emergency services employees including junior employees, senior management and volunteers. The sample was made of employees and volunteers working in Israel’s National Fire and Rescue Authority and/or MDA (Magen David Adom) (subject to permission), both men and women of different ages and different seniority. The sample aimed to reach a minimum of 500 participants. We had received 580 questionnaires back. Unfortunately, we had to reject 109 questionnaires that were missing several answers and made the questionnaires irrelevant for our research. That reduced the number of valid questionnaires to 471.

The researcher has friendship and collegial relations with several employees from both organizations (Fire and Rescue Authority and MDA), who assisted in distributing questionnaires in their own unit of work all across the state of Israel. The questionnaires were distributed via digital means (email or WhatsApp) by the researcher at each unit.

Participants were not required to disclose personal information and were assured about the anonymity of their answers. The completed questionnaires were statistically processed using SPSS software.

This study employs two types of statistical analysis: 1). Descriptive statistics that will be used to test initial reliability using Cronbach’s alpha; 2) Statistical inference that was used to test the research hypothesis – the Pearson correlation coefficient.

One major limitation of the external validity is that the conclusion from the study’s findings cannot be generalised for the entire body of employees working in Israel’s public administration organizations.

7. Research Findings

The purpose of the paper is to examine the manner by which organizational politics influences motivation among employees working in emergency organizations in Israel (Fire and Rescue Authority and MDA). Research literature present findings indicating a negative relationship between organizational politics and quality of work in emergency organizations and that high level of organizational politics will lead to a decline in the employees' quality of work and motivation (Vigoda-Gadot, 2007).

Emergency organizations in general, and fire departments and MDA in particular, are important organizations that assist in times of emergency through their human capital. For this reason, it is important to examine the human factor in these organizations and their functioning, as these organizations deal with saving lives. Knowledge and learning about how to increase motivation can have implications relating to saving civilian lives, and for that reason, it is also important to examine the extent to which organizational politics in these organizations influences motivation. This topic is also interesting because of the author's occupation, who is employed in such an organization, so that, based on the research findings, these organizations can recommend what is worth preserving and what should be improved.

The analysis of the results for the Organizational Politics Scale shows a good Cronbach's alpha reliability of $\alpha = 0.810$, number of items = 9.

The analysis of the results for the Motivation Scales shows a good Cronbach's alpha reliability of $\alpha = 0.889$, number of items = 10.

The statistics of the research are presented in Table 1, below.

Table 1. Statistics of the research

			Organizational politics	Motivation
Employees	N	valid	231	199
		missing	36	68
	Mean		3.3991	4.1126
	Median		3.4444	4.4000
	Std. Deviation		.74037	.82602
	Volunteers	N	141	123
		valid	63	81
		missing		
		Mean	3.0230	3.9512
		Median	3.0000	4.0000
		Std. Deviation	.75572	.71027

(Source: own data)

Next, in order to test the research hypothesis that a negative relationship will be found between organizational politics and motivation, the Pearson test was conducted. The results for employees of emergency services in Israel indicate that a moderate and significant negative relationship between organizational politics ($M = 3.3991$ $SD = .74037$) and motivation of employees ($M = 4.1126$

$SD = .82602$) was found ($r = -.482$, $p = 0.01$ with a $R^2 = .2323$), so that as organizational politics increases, the employees' motivation declines. The percentage of variance explained is therefore 23,23%, which is a large value.

On the other hand, the results for volunteers working in emergency services in Israel indicate that a moderate and significant negative relationship between organizational politics ($M = 3.023$ $SD = .7557$) and motivation of volunteers ($M = 3.9512$ $SD = .7103$) was found ($rp = -.411$, $p < 0.01$ with $R^2 = .1689$), so that as organizational politics increases, the volunteers' motivation decreases. The percentage of variance explained is therefore 16,89%, which is a medium to large value.

The results clearly indicate that organizational politics negatively impact motivation, regarding both the employees and volunteers in the public service for emergency issues in Israel. This requires preserving the human capital of these two participating organizations while reversing the trend of the organizational politics from positive to negative, using the methods that were introduced in this paper.

8. Conclusions

The present article discusses the influence of organizational politics on motivation among public sector employees and volunteers. There is a difference in the size of the variance between the two subgroups of respondents, employees and volunteers. In our opinion, based on our experience in this type of services and on discussion with volunteers, the explanation for the comes from the fact that for volunteers the power play in the organization for more position and better rewards is far less important. Intrinsic factors that motivate them are diminishing the influence of the organizational politics on their motivation at work. Literature suggests that organizational politics, while promoting personal interests, does not benefit the public organization and ultimately leads to a low level of motivation. An employee is not involved in promoting the organization and its operation, but he is more self-centered. In addition, the complexe organizational politics leads to a decline in organizational commitment, which in turn also affects performance. However, employee's job satisfaction may serve as a moderating factor in the relationship between organizational politics and employee performance. (Vigoda-Gadot, 2007; Zivnuska, Kacmar, Witt, Dawn & Virginia, 2004; Ferris et al, 1989).

One of the barriers to effective use of human capital is poor planning of the various jobs that exist in the organization. At the same time, the manner to repair such a negative situation is to preserve its human capital. In some organizations, different names are given to the same occupation in order to create artificial promotion of employees, without there being a material difference in the role of that employee. For example, we have found such a situation when an employee is promoted from "clerk" to "bureau manager", without there being a significant change in his job content.

We recommend that in order for the organization to utilize properly its existing human capital, it must map the various occupations and positions required

to achieve the organization's goals. Such mapping should include and describe the various occupations accurately based on the performance required for that position and the methods of its measurement. The various occupations and positions should also be classified according to their required skills - core skills (such as integrity, ability to work in a team), professional skills in the industry (such as manufacturing processes, safety), and professional skills of the specific occupation (e.g. skills or knowledge required to perform the job) (Klein, 2017).

There is great importance in the human capital of the organization. The human resource is central since employees hold the knowledge, skills, experience and capabilities to achieve the goals of the organization. The better the organization succeeds in preserving its human capital within the organization, preventing turnover of employees over time, the longer its human capital will remain within the organization.

One of the best ways to preserve human capital is by increasing employees' motivation. Research shows that employees working in the public sector tend to prefer intrinsic motivational factors, such as interest in their work, autonomy and a sense of belonging to the workplace than extrinsic motivational factors, such as financial reward, which does not promote and may even impair motivation. This link between intrinsic factors and level of motivation is likely to exist because people who choose a career in the public sector hold more altruistic, moral worldview, or they perceive the public interest as being more important than their own personal interest.

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