

## **Relationship between Organizational Politics and Organizational Commitment**

### **Adams Bello**

Delta State Ministry of Information, Department of Planning, Research and Statistics, Delta State, Nigeria. E-mail: adamsbello42@gmail.com

### **Shadrach Omofowa**

Global Business School, Nigeria. E-mail: shadrachomofowa@gmail.com

### **Chijioke Nwachukwu**

Horizons University Paris, France.

Department of Financial Technologies, South Ural State University, Chelyabinsk, Russia.

E-mail: cesogwa@yahoo.com

### **Anh Viet Ho Nguyen**

Faculty of Business Administration, Van Lang University, Vietnam.

Email: anh.nhv@vlu.edu.vn

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### **Abstract**

The relationship between organizational politics and organizational commitment is examined in this study. A survey research method was adopted. 245 staff were randomly selected for the study. Regression analysis was employed for testing the hypotheses formulated. The results indicate that “Go along to get ahead” has a positive relationship with organizational commitment. Pay and promotion policies influence organizational commitment and General political behavior positively influence organizational commitment. The study concludes that firms should pay attention to organizational politics because it promotes commitment among workers.

### **Keywords**

Organizational Politics, Organizational Commitment, Pay and Promotion Policies.

### **Introduction**

In recent years, several studies have been done on how organizational politics affect various facets of employee’s behavior (e.g., Bouckennooghe, Zafar & Raja, 2015; Tlaiss,

2013). Many scholars believe perceived organizational politics affect greater to the job attitude of workers directly or indirectly. “Organizational politics” is a type of unofficial power relation that involves the human resource engagement directly or indirectly in struggles of power. These activities are mostly aimed at fostering personal interests or avoiding negative results for all the organizations (Kacmar & Ferris, 1991). Extant studies suggest that all organizations have some level of political element (e.g., Yang, 2009; Witt et al., 2004). As per study of Porter et al. (1974), organizational commitment is defined “the relative strength of an individual’s identification with and involvement in a particular organization”. A workplace that supports the commitment of employees is important to achieve organizational success (Nwachukwu et al., 2020). Perceived organizational politics and organizational commitment have been extensively studied (Jam et al. 2011; Yilmaz, Ozer and Gunluk, 2014) which are important for organizational success. Yet, little is known on how organizational politics affect organizational commitment in Nigeria. By the review and findings from the existing literature, some gaps have been indicated with organizational politics and organizational commitment relationships. Some scholars (e.g., Saxena & Puri, 2015) note that organizational politics and its influence on commitment have received little attention. This study aims to contribute to scholarship by addressing this gap. Specifically, we aim to examine the effect of organizational politics on organizational commitment in a Higher Education Institution (Delta State polytechnic, Ogwashi-Uku). The following questions will assist in achieving the study objective:

- What is the relationship between “Go along to get ahead” and organizational commitment?
- To what extent do pay and promotion policies influence organizational commitment?
- Does general political behavior affect organizational commitment?

## **Literature Review**

### **Theoretical Framework**

One theoretical perspective that accounts for commitments in an organization is the Equity Theory-according to Stacy Adams. This theory simply states that people at the workplace compare their effort to their reward or the reward they are receiving to that of another organization to know if they are equitably or fairly-treated. They will be motivated if they perceive fair treatment. The workers will not be motivated if they perceive inequity. A person experience inequity when he/she perceived that his/her contribution is more than that of his peers (Adams, 1963). This shows that the feeling of

being equitably or inequitably treated by a worker is based on this perception. Organizational politics may present conflicts and inequality in the organization. This inequity may harm organizational commitment. When people feel that management is treating them unfairly or neglecting their interests, they may show low commitment to the organization.

### **Concept of Organizational Politics**

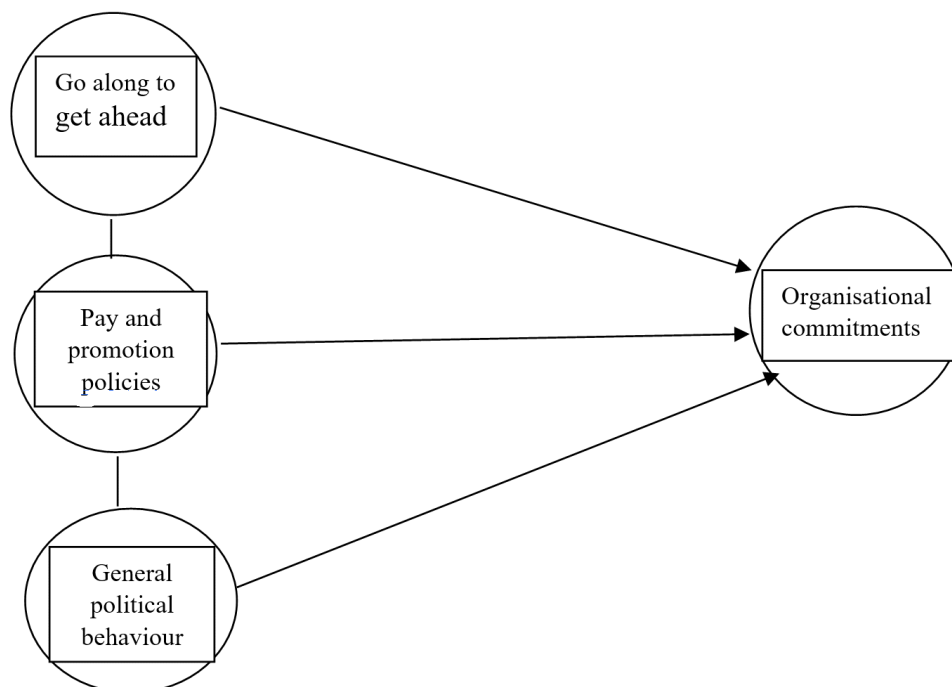
Ferris, Russ and Fandt (1989) depict politics is pronounce in every organization, but many enablers and outcomes are still unexplored. Organizational politics is a subjective phenomenon which factors like past experiences, demographic characteristics, organizational, environmental and social factor has their relations and influence (Ferris & Kacmar, 1992). Organizational politics may manifest in form of “nepotism”, “cronyism”, “elitism”. Organizational politics may lead to threats, thereby raising the stress levels of employees. Perception of organizational politics entails three variables; “go along to get ahead”, “general political behavior”, and “pay and promotion policies”. “Go along to get ahead” implies intentionally being silent to keep vested interests or valued results from loss. General political behavior involves “influencing others and the course of events in the organization to protect their self-interests, meet their own needs, and advance their own goals” (Sinha, 2008). In any event, the Managing Change Competency reveals outcomes seen as negative that can stem from unchecked political behavior (Sinha, 2008). Reward system influence the political behavior of employees (Muhammad & Nasreen, 2014). When individuals observe that engaging in organisational politics lead to better reward, they are likely to engage in it (Muhammad & Nasreen, 2014).

### **Concept of Organizational Commitment**

Organizational commitment is viewed as a force connecting an employee to an organization (Meyer et al., 2006). Organizational commitment is perhaps a pervasive issue in organizational studies because it influences workplace performance. Organizational commitment is a connection of an individual to organization. Affective commitment is understood as an emotional organisational attachment (Colakoglu et al., 2010). Normative commitment is relating to a person’s feelings of obligation for organisational remain. Continuance organizational commitment suggests that people do not leave a company because of poor working conditions and inability to seek the other employment (Colakoglu et al., 2010).

## **Organizational Politics and Organizational Commitment**

Mabasa, Letsoalo and Mabasa (2016) affirm that perceived organizational politics foster organizational commitment. The effect of organizational politics has higher influence on organizational commitment in female academic supporting staff compared to men (Mabasa, Letsoalo & Mabasa, 2016). In Lahore, Pakistan, Gull and Zaidi (2012) submits that a higher level of politics will result to low job satisfaction level and vice versa. They have concluded that management should give attention to human resources to ensure that politics do not become destructive. Delle (2013) examines the impact of perception of organizational politics on turnover intentions and employee job involvement in Ghana with the findings of negatively organizational on employee job involvement. Rong and Cao (2015) establish a theoretical study based on the cultural background of the Chinese of a relationship among the perception of organizational politics, perceived support in the organisation, organizational commitment, and employment engagement and the study finds perception of organizational politics is negatively relative to work engagement. Fuller et al. (2006) argue that the leader's behavior promotes organizational politics and employee attitudes towards the job. Hu (2010) observed that organizational politics negatively influence organizational commitment. Mabasa et al. (2016) report that employee's affective commitment and continuance commitment are both impacted by organizational politics.



Source: Authors (2021)

**Figure 1 Research model**

And the hypothesis will be established as follow:

H<sub>1</sub>. A significant relationship exists between Go along to get ahead and organizational commitment.

H<sub>2</sub>. There is a significant relationship between Pay and promotion policies and organizational commitment.

H<sub>3</sub>. A significant relationship exists between General political behavior and organizational commitment.

## **Methodology**

This study is done with the survey design. The respondents of this study were selected from 4 departments in the school of Business which include Business administration, Marketing, Accounting, and Human resource. Two hundred and twenty-five (245) staff were selected from a population of 490 using the stratified random sampling technique. The sample size was determined using Taro Yamane's sample size formula thus  $n = N / (1 + N (e)^2)$

Where  $n$  = sample size sought;  $e$  = level of significance and  $N$  = population size

Working reveals the desired sample size, thus:  $n = 490 / (1 + 490 (0.05)^2)$

Consequently, sample size is  $n = 245$

## **Instruments**

The questionnaire measuring organizational politics perceptions has been adapted from Kacmar and Baron (1999) Perceptions of Organizational Politics Scale (POPS). Three dimensions was employed to assess organizational politics: "General Political Behavior" (2 items), "Go along to get ahead" (4 items), "Pay and Promotion Policies" (4 items). The Cronbach alpha for general political behavior subscale = 0.77, go along to get ahead = 0.78, and pay and promotion policies = 0.73. 12 items have been used to assess organizational commitment. The Cronbach alpha are = 0.76. The Cronbach alpha results suggest that the instrument is reliable and consistent. A 5-point Likert scale ranging from "strongly agree" (5) to "strongly disagree" (1) was used to measure the variables.

## **Data Analysis**

The demographic information has been analysed using frequency and simple percentages. The study hypotheses have been tested using multiple regression analysis. SPSS package has been used for data analysis.

## Findings and Discussions

### Regression Results

**Table 1 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
	.852 <sup>a</sup>	.726	.682	1.516	2.11

Predictors: (Constant), General Political Behavior, Go Along to Get Ahead, Pay and Promotion Policies

**Table 2 ANOVA<sup>a</sup>**

Model	Sum of Square	Df	Mean Square	F	Sig.
Regression	1868.986	4	467.247	70.316	.003 <sup>a</sup>
Residual	1362.209	205	6.645		
Total	3231.195	209			

a. Predictors: (Constant), General Political Behavior, Go Along to Get Ahead, Pay and Promotion Policies

b. Dependent Variable: Organizational Commitment

The table shows that the independent variables organizational politics measured by ‘General Political Behavior’, ‘Go Along to Get Ahead’, ‘Pay and Promotion Policies’, significantly explain organizational commitment,  $F(4,205) = 70.316$ ,  $p < .005$ . Further, the result suggests that 72.6% of the constructs of independent variables-organizational politics (General Political Behavior, Go Along to Get Ahead and Pay and Promotion Policies) significantly account for variation in organizational commitment ( $p=0.000<0.05$ ).

**Table 3 Multiple Regressions of dimensions of organizational politics and organizational commitment**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	75.965	1.825		.539	.591
General Political Behavior	.434	.020	.417	5.14	.000
Go Along to Get Ahead	.331	.040	.288	2.16	.001
Pay and Promotion Policies	.396	.039	.341	2.22	.004

Dependent Variable: Organizational Commitment

The coefficient table 3 shows that “Go along to get ahead” has a significant relationship with organizational commitment. The regression analysis result for “Go along to get ahead” exhibited a positive relationship with organizational commitment ( $\beta = .417$ ,  $p = 0.000$ ). Given the result,  $H_1$ , a significant relationship is existing between Go along to get ahead and organizational commitment is supported. The coefficient table 3 shows how “Pay and promotion policies” influences organizational commitment with ( $\beta = .288$ ,  $p = 0.001$ ). Since the exact level of significance (.001) is less than the probability of committing a type one error (0.05). Hypothesis 2 implying that is a significant relationship exists between “Pay and promotion policies” and organizational commitment is accepted. From the coefficient table 3, the regression analysis result “General political behavior” exhibited a positive relationship with organizational commitment ( $\beta = .341$ ,  $p = 0.004$ ). This result affirms hypothesis 3 that there is a significant relationship between General political behavior and organizational commitment. These results are consistent with several studies (e.g., Hu, 2010; Mabasa, Letsoalo, Mabasa, 2016; that support the significant effect of organizational politics on organizational commitment. These results negate (Rong and Cao, 2015; Jam et al., 2011) that perceived organizational politics is not significantly related to organizational commitment.

## **Conclusions and Recommendations**

### **Conclusions**

Organizational politics represents is characterized by the direct engagement or the indirect engagement tactics and struggles of power. This study shed light into organizational politics and organizational commitment. We reasoned that politics is an important part of every organisation which must be properly managed in HEIs in Nigeria. This study suggest that organizational commitment is influenced by their perceptions of organizational politics. “Go along to get ahead” has a significant relationship with organizational commitment. “Pay and promotion policies” influences organizational commitment. “General political behavior” exhibited a positive effect on organizational commitment.

### **Recommendations**

From the above analysis, there are some of recommendations as follows:

- Management should streamline the activities of influential group existing in various departments such that it does not hamper but ensures employees commitment and that politics do not become destructive.



- Management should design a manual that would enable supervisors to take prompt action in the event of destructive politics.

### **Limitation and Suggestions for Further Studies**

The study focused on the subject in one higher education institution in Nigeria. Scholars should explore the phenomenon in various contexts. The mixed-method approach may send out better understanding of the subject. Given the inconsistency in the literature, introducing contingent factors ((moderating and mediating variables) may help to clarify this inconsistency. Nonetheless, the study adds to organizational behavior research in Nigeria.

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