Government Markets Employees: Relationship between Organization Politics and Organization Commitment

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This study attempts to investigate the influence of Perception of Organization Politics (POP) on Organization Commitment (OC) through the moderating effect of Self-Monitoring (SM). The data was collected from the Government Punjab Model Markets Management Company in Lahore region, the main target of data collection is the management of Lahore all PMBMC. The results indicate that POP is negatively correlated with OC. The results also indicate that the relationship between POP and OC is moderated by the SM. The practical implications, limitations and future directions are also discussed.

Keywords: Perception of Organization Politics, Organization Commitment, Self-Monitoring

INTRODUCTION

All organizations have a certain degree of policy caused by the different interests and ideas within the organization (Ferris et al, 2012; Marks, 2010). However, the policy, even if we cannot classified the organization as being exclusively negative or positive phenomena, previous research has found negative consequences of the policy of the organization, Bangun YR, Mangkuprawira S, S Djohar (2011) confirmed the existence of the organizational policy of a negative impact on business performance, but other previous research has also confirmed that it will increase dissatisfaction and decrease employee engagement (Vigoda, 2000; Innes 2004; Indartono 2009 Indartono, Hsi Chen, 2011; Kacmar et al, 1999). Organizational politics mentions to self-centered behaviors that are not approved by the business and often have negative consequences with systems and their followers (Ferris et al., 1989). Perceptions of organizational politics (POP) the degree to which staffs perceive political happenings as ubiquitous in the workplace. However, organizational commitment considered an important support organizational performance.
Many studies have postulated positive effect of an engaged employee high in the organization such as lower turnover intentions, until better performance of the organization (Steers, 1977; Meyer, 2002; Innes 2004). Therefore, to participate in business competitions today, the business organization requires a high degree of commitment on the inside. Unfortunately, organizations could avoid gifts in politics. What they may be able to do is to manage the political activity in health policy and see that things could remove the negative relationship between political organization and commitment.

Research attempts to survey the relationship between the perception of the organization's politics and organizational commitment of the employee. However, given that research in business education cannot neglect the differences of personal reality and relationship schematically (Vigoda, 2010). Witt et al. (2002a, b) on condition that guidance on how study in this area must continue. In such study, they examined the agreeableness of moderating result on the bond between organizational policy and organizational behavior, said OP have a strong negative connection with OB for employees who are lesser in agreeableness. This highlights the importance of seeing individual differences after considering the relationship between the OP and OB. Although studies explaining the individual features such as OP-OB relationships moderators in case aware results, these studies have concentrated on only features (Witt et al., 2002). Nevertheless, inconsistencies in the previous study recommend that the relationship between POP and OC are much extra complex and need researchers to contemplate several individual differences in cycle (Rosen et al., 2006a, b). Proponents of this technique, called a holistic person-centered method (Hogan et al., 1996; Magnusson 1995 Organ 1994) explain that, given the unique personality traits is unlikely to capture the full effects of the focal line on behavior and recommend instead a review of several operating traits simultaneously (ie features that interact with each other to affect the behavior). Therefore, we support it to develop successful prior readings and include multiple personal characteristics as moderators of the effects of OP on OB. To this conclusion, we study how two individual differences (self-monitoring) interact to predict OB.

Perception of Organization Politics

The definitions of organizational policy with employees activities and use their authority to work their concentration on other correlated by various researchers (Bozeman 1996 Vigoda- Gadot 2003). (Flemming et al, 2008) well-defined the political organization as a "deliberate act of influence, shares, even tactical influence on decision making." Therefore, the policy of organization can also be declared as the measures taken by those who intend their ultimate self-interest without regard for other welfare or even organizations (Mintzberg, 1985; Innes 2004) However, the flow. Organizing policy research also has its' own individual homes. There are three ranks of research focus on organizational policy completed the past two decades, and one of the axes is looking which focuses on the members of the perception of the degree of political organization within the organization (ie common POPs). This line of research appears because the proposition of some opinions that the individual's performance can mainly as a result of this perception and the view that this person might sense problematic to examine precisely selfish behavior of the other (in this case, political behavior), so most of the research on organizational policy focus on the perception of members on the extent of the policy within the organization. Looking further, the observation of organizational politics habitually regarded as a method of warning that can influence the belief to strive for personal and professional goals of the organization to the individual interior. In the other hand, it is also claimed that most political perceptions of the organization, more individual reflection on the level of righteousness in the organization (Ferris et al, 1992). These effects have occurred because when the association has a high perception of organizational politics, members sense there is enormous haziness happened, this haziness happened because these followers do not know what standards or what movements will be recognized with rewards, penalties or even how a recognized and unrecognized share (Harris et al, 2007). Therefore it is not surprising that many
studies have postulated different results and roles concerning the perception of politics within organizations that most of them highlight the negative results.

This study used the scale developed by Kacmar and Ferris (1991) named Politic Organizational Perception Scale. The scale used for its "entirety on the evaluation of the political environment perceived in an organization because it can estimates employee perceptions of the political environment of their institute, including political performance, the behavior of colleagues and administrators. (Fields, 2002)

Organizational Commitment

Years earlier, Kanter (1968) expresses engagement as marvels when social players being loyal and give their effort to the social system. Meyer & Allen (1990) and Robin et al (2008) argued that there are three forms of organizational commitment; these are affective assurance, perpetuation assurance, and normative assurance. Emotional commitment related to the sensitive affection between members and the organization, in this case, it can be inferred that the members who maintain their membership in the organization were prejudiced by their needs (wanting). This emotional involvement shows the degree of emotional attachment between the employee and the organization.

Previous studies show that most people think the political behavior in organization took place over the commitment they had. This happened because when the members possessed a high degree of political perception of the organization, they may feel there are ambiguities and unfair treatment happened because of political conditions. (Harris et al, 2007; Vigoda, 2000). This feeling of being treated unfairly and enormous haziness can result in the action of the body to reduce their involvement and commitment to the organization, this term usually referred to as commitment. Mathieu and Zajac (1990) also intended that numerous studies showed that low employee engagement often seen in employees who have suffered from the ambiguity of roles within organizations.

Self-Monitoring

We propose that self-monitoring is an indication of the effectiveness of a social, interpersonal skills and ability to understand what behaviors are appropriate in situations (Day et al., 2002). Specifically, high self-monitors are sensitive to social cues, while low self-monitors tend to ignore social cues and often have low desire and effectiveness to change their self-representations in all social circles. According to the socio-analytic theory, self-monitoring has been establish to have a positive association with performance, especially when the performance estimation is based on subjective assessments. Regarding politics, self-monitoring was initially identified OP in history (Ferris et al., 1989). However, first-hand research has not supported this direct relationship. Another role for self-monitoring, suggesting that self-monitoring reduces the negative effects of OP on OC, as high self-monitors have a compassion to social cues that inclines them to have a better appreciation of the political games played by members of the organization. High self-monitors may also be more aware of what their ‘real’ act expectations are in political work environments. Such an understanding of political possibilities may reduce the extent to which OP are harmful attitudes and behaviors. In this case, high self-monitors may engage in OC as a way to build alliances and locking sources of support that may lead to future advantages in a political environment. High self-monitors may also be more likely to recognize that supervisors often provide higher performance evaluations to those who engage in OC (Allen and Rush 1998; Van Scotter et al., 2000), high self-monitors have the ability to manage their self-image to suit exigencies of the situation, which is likely to make them more efficient to engage in various political behavior to protect their own interests. As such, high self-monitors are supposed to have a greater sense of control over their actions and their environment, suggesting that they will be less affected by the work context. Empirical research has supported this view, demonstrating a strong sense of control is linked to a weak association between OP and job attitudes (Harrell-Cook et al., 1999). Thus, we expect that the negative effects of OP on OC will be lower for employees who are high in self-
monitoring, because they possess a high degree of understanding and control over the work environment that will lead to assess the situation in a qualitatively different way of low self-monitors.

Hypothesis 1: Perception of Organization Politics is negatively related to Organization Commitment.


METHODOLOGY

The data was collected from the Punjab Government Model Bazaar Management Company. The target respondents were management staff working in all model markets operating in Lahore. We selected this sector for data collection because of negative politics in environment in this sector. The standard scales of variables study was used for data collection. The close-ended questions were asked on five-point Likert scale as 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree. The 84 questionnaires were distributed among the representatives of companies. The 71 questionnaires were received back from respondents. The 71 questionnaire were used for data analysis.

Measurement

A 12 items measurement scale for the Perception of Politics Scales was adopted from the Kacmar, M., & Dawn, C. S. (1997) study. In which perceptions of management of model markets regarding politics defined and is to be studied in a managerial context that how manager and their subordinates working in the environment of politics and their survival. Various parameters were used to ask respondents to rate how they perceives the politics in the working environment with them using these measures as: “There is a group of people in my department who always get things their way because no one wants to challenge them”. Organizational Commitment measured was adopted from the study of meyer and allen (1990), the organizational commitment expresses the thought of the employees how much they attached with their organization and how much their values matches to the organization values, such types of judgment done through such measurements “I find that my values and the organization’s values are very similar”. Self-Monitoring 13 scales was adopted from the Snyder (1979), which means how a person uses his abilities according to the environment where easily monitored the situation, such type of scales adopted from the “I have the ability to control the way I come across to people, depending on the impression I wish to give them”. These all three variables scales filled from the 71 staff of the model markets management employees.

RESULTS

Means, standard deviations, and correlations are reported in Table 1. Correlation analysis indicated that multicollinearity was not a great concern in the present study sample since all correlation coefficients were below 0.65(<0.70;Tabachnick & Fidell, 1996).

Hypothesis 1 proposes that POP is negatively related with OC. According to first regression model, there is a significant relationship present between POP and OC with ($\beta$ value (c’) = -0.220, t=2.877 >2, F=20.543>5 & sig=0.000). This shows that one-unit change in POP brings -0.220-unit change in OC. So, we accept hypothesis one that; H1- Perception of Politics is negatively related with Organizational commitment.

Hypothesis 2 proposes that Self-monitoring moderates the relationship between POP and OC. According to second regression model, the interaction between POP and Self-monitoring is positively related to OC with ($\beta$ value (c’) = 1.034, t=7.010 >2, F=27.559>5 & sig=0.000). So, we accept hypothesis 2 that; H2- Self-monitors moderates the relationship of Perception of Organization Politics and Organization Commitment.

TABLE 1 2 & 3 HERE

Practical Implications

Outcomes from this study have significant applied implications for Managers, Assistant Managers, and Cashiers interested in to diagnoses the Perceptions of Organization Politics with the Organization Commitment. As on our findings,
management of PMBMC with high Self-Monitored are easily encountered the situation in the Organization Politics and more committed to the organization goals & strategies. As per the Low Self-Monitored persons are not tackle the situation if political environment in the organization, easily committed itself to left the organization due to low social cues, efficiently to tackle the task. For these management staff, training that emphases on emerging political skill (Ferris et al. 2000) may be mainly cooperative because it may serve to therapy the effects of low self-monitoring. Although training cannot change the unchanging attribute of self-monitoring, it can provides such skills that will affect the employees to generate better results, also enhances the right community collaborations and surviving behavior. In addition, for employees who are high on self-monitoring are easily to handle the situation and generate better goals instead of low Self-Monitors employees. but short Self-Monitors employees managers might want to recognize additional methods to inspire such employees to maintain their commitment to the organization with the living in political environment and also change their perceptions of negative politics in the organization for that it will not harm the industry outcome, managers may essential to deliver public gratitude and other motivations to the employees, (e.g., positive feedback to shape behavior) to inspire their commitment of OC.

Limitations and Future Research
A limitation of this study is that it is based on a cross sectional design. Thus, we cannot conclude with conviction of nature with fundamental interactions between POP and OC. Conversely, our study was directed by existing theoretical frameworks, which have always hypothesized OC as a result of the policy. Nevertheless, future research should use longitudinal strategy and collect data from multiple sources to better form causal relationships between POP and OC. Also make research on others government authoritative companies. Future research should explore whether political skill (Ferris et al. 2002) in aggregation with other individual differences, moderates the POP performance relationship. Political skill assessment will provide a more direct test of the socio-analytical model, and further support the role of social effectiveness in mitigating the effects of POPs on the results at the individual level. Finally, future research should also explore the mediators to explain the process of how these moderating effects affect work results. The sense of control and understanding of employees (Ferris et al., 1989), emotional stress, and employee relationship of organizational changes signify some possible mediators to help explain how, when and why the results of influence POP employees.

CONCLUSION
Previous research that examined the effects of POP on OC gave conflicting results. In addition, the two theories (stress and social exchange) that have been presented to explain the effects of POP on OC can be used to generate conflicting assumptions. In this study, we attempted to answer these questions by integrating research with the previous policy socio-analytic theory. Precisely, we have recognized only one personality traits that are applicable to the capacity (i.e., self-monitoring) in political backgrounds and have recommended that trait interrelate to inspiration how individual employees meet the POP. The results were promising to our expectations and, overall, direct that this study is useful in explaining the relationship between perceived work background and behavior.

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**APPENDIX**

**Table 1: Means, Standard Deviations, and Correlations**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Means</th>
<th>Standard Deviations</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. POP</td>
<td>3.1596</td>
<td>0.40819</td>
<td></td>
<td></td>
<td>(0.78)</td>
</tr>
<tr>
<td>2. OC</td>
<td>3.3531</td>
<td>0.49639</td>
<td>0.220*</td>
<td></td>
<td>(0.83)</td>
</tr>
<tr>
<td>3. SM</td>
<td>3.4132</td>
<td>0.49489</td>
<td>0.297*</td>
<td>0.686**</td>
<td>(0.70)</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.05 level (2-tailed).**

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

Alpha reliabilities are in parenthesis appears in diagonal.

**Table 2: Regression Analysis**

<table>
<thead>
<tr>
<th>Model Variables</th>
<th>Unstandardized coefficients</th>
<th>Standardized coefficients</th>
<th>T</th>
<th>Sig.</th>
<th>Adj. R2</th>
<th>F</th>
<th>Sig. F</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>2.506</td>
<td>0.455</td>
<td>5.509</td>
<td>0.000</td>
<td>.035</td>
<td>20.543</td>
<td>0.000</td>
</tr>
<tr>
<td>POP</td>
<td>-0.268</td>
<td>-0.220</td>
<td>2.877</td>
<td>0.000</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Dependent variable: OC

**Table 3: Moderation Analysis**

<table>
<thead>
<tr>
<th>Model Variables</th>
<th>Unstandardized coefficients</th>
<th>Standardized coefficients</th>
<th>T</th>
<th>Sig.</th>
<th>Adj. R2</th>
<th>F</th>
<th>Sig. F</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>3.389</td>
<td>0.371</td>
<td>9.130</td>
<td>0.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>POP</td>
<td>-.728</td>
<td>-.599</td>
<td>-4.057</td>
<td>0.000</td>
<td>0.431</td>
<td>27.559</td>
<td>0.000</td>
</tr>
<tr>
<td>Interaction</td>
<td>0.209</td>
<td>1.034</td>
<td>7.010</td>
<td>0.000</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Dependent variable: OC