



Organizational Politics and Employee Commitment in Quoted Banks in Rivers State

Oshi, J. E. O.¹, Chuku, Chinyere Joy² and Anwuri, Patience Nwokaego Ph.D³
^{1,2}Dept. of Management, Faculty of Management Sciences, University of Port Harcourt, Nigeria.
³Dept. of Hospitality Management & Tourism, Faculty of Management Sciences, University of Port Harcourt, Nigeria.

Abstract: *This study analyzes the correlation between organizational politics and employee commitment. Co-worker behavior and dominant group behavior were used as dimensions of organizational politics as against affective and normative commitment which are measures of employee commitment. Convenient sampling technique was adopted in selecting the banks under investigation. Ninety-two (92) supervisory and management staff were used for the study. Spearman rank order correlation coefficient was used to test the hypotheses and results from the analyses revealed that there is a negative but significant relationship between hypotheses one and two while a negative but moderate relationship exist between hypotheses three and four. Based on these findings, this study recommends a full implementation of fairness and equity policies among staff of the banks and also, since organizational politics cannot be eradicated from banks and other sectors, managers or management staff should seek for a way out to implement methods that will reduce it to the barest minimum as it will help employees of these banks to be committed in accomplishing their various tasks.*

Key words: *Organizational politics, employee commitment, affective commitment and normative commitment.*

Introduction

Employee commitment is borne out of the desire to be or not to be a member of an organization. This is further tied down to high moral guidelines established by the organization as it aids employees in the achievement of the firms goals in general (Abbas & Awan, 2017).

Employees exist as a significant factor in the organization, hence managers employs both monetary and non-monetary reward/policies that will encourage employee commitment on the job. The essence of these policies towards employees are to encourage employees to stay longer in the job which increases his experiences and makes him valuable hence reducing employee turnover (Meyer, 1997; Abbas & Awan, 2017; Bakalis, 2006; Ugboro, 2006).

Politics exist in our daily life and environment likewise in our workplace and according to Ferris and Kacmar, (1992) they stated that our attitudinal behavior is also political in nature. Pfeffer (1992) defined organizational politics as a general term that signifies power relation and influence tactics that is utilized by a group of people in a workplace. Andrews and Kacmar (2001) in their study gave exemplary instances of political behaviours like sidestepping chain of command to gain endorsement, going through improper channels to obtain work-kit that are ordinarily should be given to employees to carry out their tasks, as well as lobbying managers before promotion decisions are made.

Studies by Bakalis, 2006; Kacmar, Bozeman, Carlson, and Anthony, 1999; Vigoda-Gadot, 2007; Meyer, 1997, have revealed correlation between these variable but there are scarcely empirical inquiry on the area of organizational politics and employee commitment especially in quoted banks in Rivers State, therefore, creating a gap in literature. With regard to this gap that this study is navigated towards ascertaining the nexus between organizational politics and employee commitment especially of quoted banks in Rivers State, Nigeria.

Statement of Problem

The workforce domiciled in every organization are the greatest assets of every organization. This is because the workforce aids in the achievement of the company's goals and objectives. When the performances of these firms are low and inefficient, the workforce are mostly held responsible for such performances (Lasun & Nwosu, 2011) forgetting that managers/supervisors are mostly responsible for staffs low performance and inefficiencies.

When supervisors/managers applauds or favours staff based on personal liking/gains or based on caucus instead of performance proper, this will bring about dissatisfaction, low performance, increase turnover and low employee commitment in the organizations. All this form of attitudes displayed have made organizational politics prevalent in our workplace (Curtis, 2003; Davis & Gardner, 2004).

In achieving organizational success and competitive advantage, employee commitment is key (Sah-nawaz & Juyal, 2006). Therefore, employee strive to achieve success and competitive advantage in the highly political work environment because considerations or rewards are influenced by groups or are given based on personal interest. It is against this backdrop that this study intends to examine the relationship between organizational politics and employee commitment in quoted banks.

Research Hypotheses

This study is guided by the following hypotheses:

- Ho₁:** There is no significant relationship between co-worker behaviour and affective commitment of quoted banks Rivers State.
- Ho₂:** There is no significant relationship between co-worker behaviour and normative commitment of quoted banks Rivers State.
- Ho₃:** There is no significant relationship between dominant group and affective commitment of quoted banks Rivers State.
- Ho₄:** There is no significant relationship between dominant group and normative commitment of quoted banks Rivers State.

Theoretical Framework

This study in any case, is based on social exchange theory. This is on account of most experimental study having depended vigorously on this theory for underpinning organizational politics and employee commitment (e.g. Kacmar, Bozeman, Carlson, & Anthony, 1999).

Social Exchange Theory

The theory suggests that social behaviour or human relationships are the outcome of the exchange process (Blau, 1964). It is a relationship that involves unspecified obligations where favoured that bring about future obligations which are not specific or defined and the return of

such favour cannot be bargained but left to the discretion of the one who makes it. Such exchanged resources can be impersonal (such as financial) or socio-emotional such as care, respect, and loyalty (Aselage & Eisenberger, 2003 cited from Wajda & Angela, 2012). This in essence means that such relationship is based on the norm of reciprocity as posited by Gouldner, (1960). Where an exchange starts with one party giving a benefit to another, if the recipient reciprocates, and consequently a series of beneficial exchanges occurs, feelings of mutual obligation between the parties are created (Coyle-Shapiro & Shore, 2007).

The social exchange theory helps to make people understand relationships well; it explains why a few relationships work while others fail, why we begin and continue some certain relationship and demonstrates that communication and interaction are components governing interaction in people (Riley, 1993). It says that people base their behaviour on rational calculations designed to make individual profit. In that most people value acceptance, loyalty, financial support, affection and companionship and so we might find it rewarding to be in a relationship with a person who enhances our social status (Riley, 1993).

Concept of Organizational Politics

Organizational politics can be described as a self-serving and manipulative behaviour of individuals and groups to promote their self-interest at the expense of others and sometimes even at the cost of organizational goals (Wayne, Liden, Graf, & Ferris, 1997). It manifests itself through struggle for resources, personal conflicts, competition for power and leadership and tactical influence executed by individuals and groups to attain power building personal stature, controlling access to information, not revealing real intents, building coalitions and distortions of information (Wayne, Liden, Graf, & Ferris, 1997).

They further involve the display of rival interest groups. It is regularly observed from the negative perspective; notwithstanding, it equally has its positive side (Saim, Cemberci, Civelek & Gunel, 2015). Man, they say is a political animal which means that organizational politics is an inborn thing and found in every human.

Co-worker Behaviour

These are behaviours possessed by individuals or groups that are used to influence the mindset of others towards them with regard to incidence or circumstances. Such behaviours involves ways in which individuals or groups influence the notion others have towards them in relation to circumstances or events. Study of co-workers behaviours have concentrated more on the various working environment which includes: teamwork, interviews, performance, appraisal, and promotion (McFarland, Ryan, & Kriska, 2003).

The most important goal of co-worker behaviour is to create an image in the mind of others using different forms of tactics. Initial research on c-worker behaviour for the most part analysed the relationship between the frequency of specific tactical usage and work outcomes, for example, performance evaluations and career success (Wayne, Liden, Graf, & Ferris, 1997).

Dominant Group Behaviour

These include groups that are formed to meet the social needs and to achieving the goals of its members. Also, they involve themselves in various relationships which are aimed in satisfying the individual need and emotions (Saim, Cemberci, Civelek & Gunel, 2015).

Saim, *et al.* (2015) also noted that the group which attaches to the organization's goal and

structure is a formal group, while dominant groups are the less organized hidden acted groups which may have a strong political influence. Since the dominant groups have some functions desired by their members; they are born to maintain their existence. Saim *et al.* (2015) maintained that one of those functions is to protect and maintain the cultural values which the group adopts. This function helps to maintain certain living-style and to protect the solidarity and integrity of the group. The second function is to provide the social saturation. Informal organizations deliver the appreciation, status to the individual and the possibility to interact with others.

Concept of Employee Commitment

Meyer, (1997) noticed that commitment has a tendency to suggest an individual's devotion, faithfulness or nostalgic affection towards a specific object, an ideal, an obligation, or a cause. Within an organization, employee commitment represents an emotional connection between the firm and the individual and its outcome is gratification or fulfilment. This satisfaction may come as fallout from a process of inner assessment, and if an employee's anticipation level is achieved or exceeded, then gratification and fulfilment tends to develop (Meyer, 1997; Abbas & Aswan, 2017). The commitment of the employee then grows hooked on a widespread emotional attitude towards the firm. Represented the other way round, when an employee is satisfied with his workplace, he is likely to develop a sense of devotion, pledge, and commitment to his workplace in totality.

Affective Commitment

This type of commitment constitutes employees who are emotionally bonded to their organization and this feature is a major prerequisite in determining the employee's dedication and loyalty. Employees in this form of commitment display feeling of belonging and identification which help them to actively participate fully in the activities of the organization (Linda, Robert, & Stephen 2011). In such commitment, allegiance is displayed as a result of their feeling towards the organization. Hence such employees are ready to make sacrifices for their organization and don't have the mind of parting ways with them. (Meyer, 1997; Abbas & Aswan, 2017).

Normative Commitment

Normative commitment rest on employee's feelings towards the organization (Aqal & Soniai, 2012) and are based on organizations standard or social norms. Meyer and Herscovitch (2001) posit that normative commitment sponged up from the norms of reciprocity that are related to acceptance of benefits from the organization. Such type of commitment emanates from conscientious and moral reasons of the employees.

Relationship between organizational politics and employee commitment

Khurram, Ibn-e-Waleed, Mehwish and Khurram (2014), assessed the mediating role of organizational commitment in the relationship of organizational politics and job involvement and employee performance in Public sector organization. A Field survey was adopted where 150 employees were given questionnaires. Result revealed that organizational politics have an adverse effect on job involvement, job performance and organizational commitment.

Aqsa, Amir and Waqar (2013) examined organizational politics and bank frontline

employee outcomes. 250 employees of the private banks of Rawalpindi/Ishamabad formed the sample size of the study. Data techniques employed was regression. Based on the output from the analysis was that there is a significant but negative impact of organizational politics on work engagement but significant and positive outcome on organizational commitment.

Quaiser and Sajid (2017) also investigated the impact of organizational politics on employee performance in public sector organizations. 15 public sectors consisting of ministries and autonomous units formed out target population. Sample size of 400 employees was chosen from the aggregate populace. Pearson correlation and regression analysis were utilized in analysing the data and findings from the study was that organizational politics positively affects employee performance.

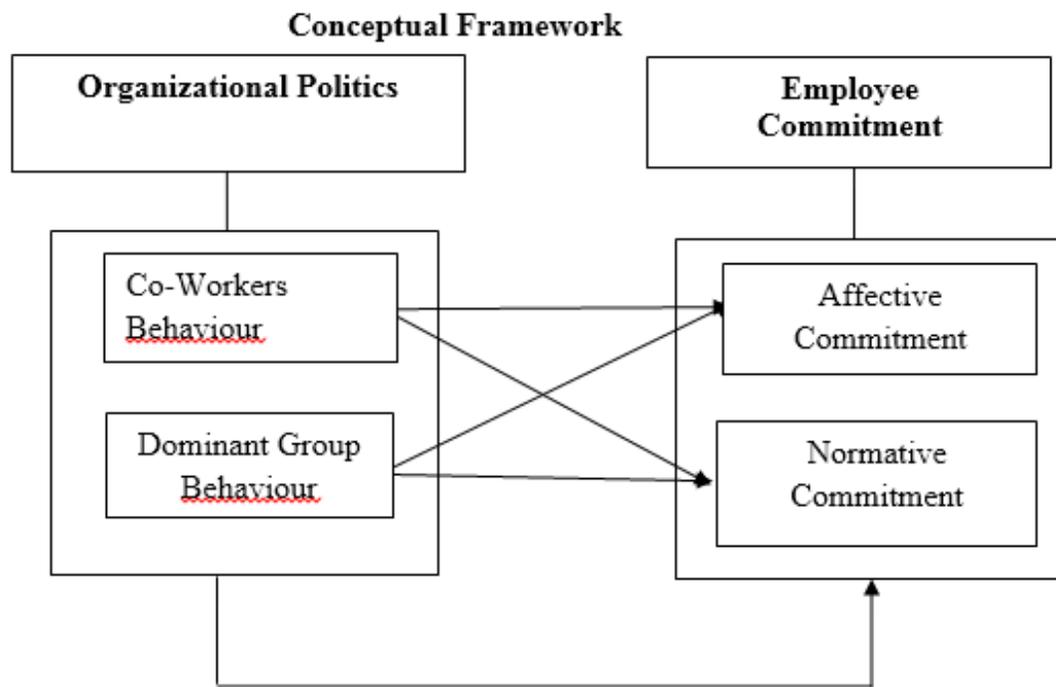


Figure 1.1: Showing the conceptual frame work of this study

(Source: Conceptualized by Researchers and Adapted from Kacmar and Ferris (1991) and Meyer & Allen's (1991).

Methodology

The population comprises of management and supervisory staffs of 16 quoted banks listed on the Nigerian stock exchange (CBN Bulletin) with their various branches in Port Harcourt. For accessibility purpose, a convenience sampling method was adopted constituting a population of 120 (management and supervisory) staffs of the 10 selected banks. Determination of sample size was ninety-two (92) as determined by the Krejcie and Morgan table. Therefore out of the ninety two (92) staffs that questionnaires were distributed to only 80 were retrieved from the respondent which represents 87%. In order to determine the reliability of the research instrument, the

Cronbach Alpha was used and the value based on its reliability as stated by Quaiser and Sajid (2017) was within 0.75 and 0.87 confirming its reliability. 8 item scale (4 items each) for both study variables which was measured ranging from 1 (strongly disagree) to 5 (strongly agree) as the study sticks with that of Kacmar and Ferris (1991) on organizational politics and the same for the dependent variable as adopted from Meyer and Allens (1991).

Demographic Analysis of Respondent

variables	N	Percentages (%)
Ages		
21-30	10	13
31-40	37	46
41-50	23	28
51 and above	10	13
Job Title		
Management staffs	51	64
Supervisory staffs	29	36
Gender		
Male	33	42
Female	47	58
Experiences		
1-5yrs	25	31
6-10yrs	36	36
11-20yrs	10	13
21 and above	9	11
Education		
BSc / HND	40	50
MSc/MBA	33	41
PHD/DBA	7	9

Source: Researchers' Desk.

The table above analyses 80 employees based on their ages, education, experiences, job title and gender. Ages of respondent, 21-30 had 13%, 31-40 had 46%, 41-50 had 28% and 51 and above had 13%. Its level of staffs, 64% represented management staffs while 36% represented supervisory staffs. 33 respondents representing 42% were males while 47 respondents representing 58% were females. Respondent's experiences indicated that 1-5yrs were 31%, 6-10yrs were 36%, 11-20yrs were 13%, 21yrs and above represented 11%. Lastly, their education

background 40 staffs representing 50% had BSc/HND, 33 had MSc/ MBA representing 41% and 7 had PHD/DBA representing 9%.

Test of Hypotheses

Hypotheses 1

Table 1: Relationship between co-workers and affective commitment

		Correlations	
		Co-workers Behaviour	Affective Commitment
Spearman's rho	Co-workers Behaviour	1.000	-.760**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
Affective Commitment	Correlation Coefficient	-.760**	1.000
	Sig. (2-tailed)	.000	.
	N	80	80

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

Analysis above showcase a nexus value of -0.760 and a significant p-value = .000 < 0.05) indicating a negative, but significant relationship between co-worker’s behaviour and affective commitment.

Hypothesis 2

Table 2: Relationship between co-worker’s behaviour and normative commitment

		Correlations	
		Co-workers Behaviour	Normative Commitment
Spearman's rho	Co-workers Behaviour	1.000	-.867**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
Normative Commitment	Correlation Coefficient	-.867**	1.000
	Sig. (2-tailed)	.000	.
	N	80	80

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

The table connotes a correlation between co-worker’s behaviour and normative commitment as it indicates a negative rho-value of -0.867 and P<0.05. This therefore means that there is negative, but significant relationship between co-worker’s behavior and normative commitment.

Hypothesis 3

Table 3: Relationship between dominant group behaviour and affective commitment

		Correlations	
		Dominant Group Behaviour	Affective Commitment
Spearman's rho	Dominant Group Behaviour	1.000	-.583**
	Correlation Coefficient		.000
	Sig. (2-tailed)		.000
Spearman's rho	Affective Commitment	-.583**	1.000
	Correlation Coefficient		.000
	Sig. (2-tailed)		.000
	N	80	80

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

This study analysis reveals a negative, but a moderate relationship between dominant group and affective commitment where rho value = -0.583, and P<0.05.

Hypothesis 4

Table 3: Relationship between dominant group and normative commitment

		Correlations	
		Dominant Group behaviour	Normative Commitment
Spearman's rho	Dominant Group behaviour	1.000	-.674**
	Correlation Coefficient		.000
	Sig. (2-tailed)		.000
Spearman's rho	Normative Commitment	-.674**	1.000
	Correlation Coefficient		.000
	Sig. (2-tailed)		.000
	N	80	80

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

The analysis above, denotes a negative, but moderate relationship between dominant group behaviour and normative commitment were Rho- value = -0.674, and P<0.05.

Discussions of findings

With regard to the above analysis, it is important to conclusively state that there is a significantly negative correlation between organizational politics and organizational commitment. These results are in line with the various findings of Rehan, Asma, Faisal and Awais (2013); Nidh and Prerna (2015); Drory (1993); Khurram et al (2014); Chang, Rosen and Levy (2009); Abbasand Awan (2017). Lasun and Nwosu (2011) posited a high and positive relationship between organizational politics and organizational commitment.

Conclusion and Recommendations

Organizational politics cannot be stopped, but can be reduced in various organizations. Its effect amongst employees is conflict of interest and it is extremely grievous as it would influence the commitment to the organization and consequently performance of the employees will be incredibly reduced influencing productivity. Also, when there is a sense of justice and fairness

within the organization, employees are committed to their job, but if otherwise where deviant workplace behaviour are displayed, employees or staffs showcase attitude of intention to leave the organization it is therefore based on these conclusion that this study recommends the following:

1. More attention should be given to commitment as this will enhance productivity. This is possible when HRM officials develop methods of cutting down favouritism and creating an environment where staffs can execute their task.
2. Organizations politics are visible in every organization. The ability to manage organizational politics will strengthen employee commitment, work engagement and extra role performance and weakens the turnover intentions
3. Organizations should reduce favouritism as this will help employee in discharging their duties effectively.
4. Managers should always ensure they implement fairness and justice in its organization.

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