

Organizational Politics and Organizational Commitment: A Cross Industry Examination

Prof. Heinz B. Gumaquil

Abstract- The primary objective of this study is to analyze the prevalent organizational politics existing among the employees working in the field of academe, engineering, tourism, and information communication technology industries in Iloilo City and its relationship to organizational commitment. This study hypothesized that there is no significant difference in the organizational politics and organizational commitment among the four industries; and, organizational politics has no significant relationship on the organizational commitment of the employees among the four industries. This study utilized a mixed method of quantitative and qualitative research employing illustrative case study since it will be describing the behavior of the group as a whole. Based on the result of the study, information technology industry has the highest involvement in organizational politics while tourism industry has the lowest. On the organizational commitment, engineering industry has the highest level of involvement while tourism industry has the lowest. It was also found out that there is no significant difference in the involvement in organizational politics and organizational commitment among the four industries so the first hypothesis was accepted. This implies that employees among the four industries have the same level of involvement in organizational politics and are similarly, if not equally, committed to their organization. Most importantly, this study found out that there is a significant relationship between organizational politics and organizational commitment among the employees so the second hypothesis is rejected. This finding simply reinforces the fact that one's commitment is highly affected by the interplaying politics inside the workplace.

Keywords- cross-industry examination, organizational climate, organizational politics.

I. INTRODUCTION

The widespread acknowledgment that politics plays a prominent role in organizational policies and processes could be realized in the works of Ferris & Kacmar (1992) and Tziner, Latham, Price, & Haccoun (1996). It was also discovered that organizational politics perceptions is related to increased job anxiety, reduced job satisfaction, reduced satisfaction with supervisor and increased intent to turnover (Anderson, 1994).

Organizational commitment is defined as the interest of employees in connection to the organization (Meyer & Allen, 1997). Employees who are committed to their work tend to identify the objective and goals of their organization and, therefore, have the need to remain.

Social Science Department, College of Arts and Science, Iloilo Science and Technology University.

The growing popularity of these concepts underscore the importance and relevance of the same to a worker or employee. Although much has been said about their negativity, it is still an interesting topic that may well provide a deep and thorough understanding of ones' actions and perceptions in the workplace. Knowing the level of organizational politics and commitment of the organization can actually bring a deluge of advantages to the managers and the organization itself.

II. OBJECTIVE

The primary objective of this study is to analyze the prevalent organizational politics existing among the employees working in the field of academe, engineering, tourism, and information communication technology industries in Iloilo City and its relationship to organizational commitment. Specifically, it aims to seek answers to the following questions:

1. What is the employee's perception on organizational politics in the fields of academe, engineering, tourism, and information communication technology industry in Iloilo City?
2. What is the employee's level of organizational commitment in these four industries?

This study hypothesized that there is no significant difference in the organizational politics and organizational commitment among the four industries; and, organizational politics has no significant relationship on the organizational commitment of the employees among the four industries.

This study is anchored on the study of Kacmar & Carlson (1997) who found that politics likely influence several important work-related attitudes and behaviors.

Data Analysis/ Statistical Tool

Level of involvement in organizational politics and level of organizational commitment are presented using descriptive statistics specifically mean and ranking. ANOVA was used in determining any significant difference in the organizational politics and organizational climate among the four areas. In analyzing the significant correlation between organizational politics and organizational commitment, Pearson R correlation was utilized.

III. METHOD

This study utilized a mixed method of quantitative and qualitative research employing illustrative case study since it will be describing the behavior of the group as a whole. Quantitative data were gathered using questionnaires for Organizational Politics by Ferris & Kacmar (1991) and

Organizational Commitment by Kacmar & Carlson (1997). 30 respondents were selected for each field making the total participant 120 as long as they meet the criteria set for the intended participants. Qualitative data were gathered using interview. Interview consisted of unstructured questions wherein there was a free flow of discussion and ideas. Quantitative data retrieved from questionnaires were tallied and computed using statistical tools. Qualitative data were analyzed using interpretive method.

IV. FINDINGS

Organizational Politics

Table 1 is a tabulation of organizational politics among the four (4) Industries of Iloilo including the specific scores of the areas measured. This suggests that among the four industries of Iloilo, ICT industry has the highest level of organizational politics with a mean score of ‘3.54’ categorized as with ‘high involvement’ while Tourism industry has the lowest with a mean score of ‘3.19’ categorized as with ‘average involvement.’

TABLE I
MEANS SCORES ON ORGANIZATIONAL POLITICS BY INDUSTRY

Industry/ Sector	General Political Behavior	Go Along to Get Ahead	Pay Promoti on	Mean	Verbal Interpretation
Education	3.08	3.36	3.15	3.2303	Average
Engineering	3.30	3.63	3.17	3.3983	Average
Tourism	3.20	3.15	3.24	3.1940	Average
ICT	3.42	3.33	3.87	3.5450	High

Organizational Commitment

Table 2 shows the tabulation of mean scores on organizational commitment among the industries in Iloilo. Engineering sector got the highest level of organizational commitment with a mean score of ‘3.44’ verbally interpreted as “high”. Tourism industry on the other hand got the lowest with a mean score of ‘3.21’ verbally interpreted as “average.” Specifically, the affective commitment has the highest mean scores among the three kinds of commitment with a total mean score of 3.55 verbally interpreted as “high.”

TABLE II
MEAN SCORES ON ORGANIZATIONAL COMMITMENT BY INDUSTRY

Industry/ Sector	Affecti ve	Continua nce	Normativ e	Mean	Verbal Interpretatio n
Education	3.58	3.26	3.08	3.37	Average
Engineerin g	3.74	3.20	3.27	3.44	High
Tourism	3.42	2.93	3.20	3.21	Average
ICT	3.47	3.28	3.42	3.39	Average
Total	3.55	3.17	3.24	3.35	

Difference in the Organizational Politics and Organizational Commitment

Table 3 shows the significant difference in the organizational politics and organizational commitment among the employees in the four industries. According to the derived data, there is no significant difference on the organizational politics (sig. value = .119) and organizational commitment (sig. value = .200) among employees of the four industries since they have a sig. value higher than alpha 0.050. Therefore, the hypothesis which states that there is no significant difference in the organizational politics and organizational commitment among the four industries is accepted.

TABLE III
DIFFERENCE IN THE ORGANIZATIONAL POLITICS AND ORGANIZATIONAL COMMITMENT

	Sum of Squares	df	Mean Square	F	Sig.	Probability
Organizational Between groups	2.363	3	.788	1.9	.119	Not significant
Politics	45.832	11	.395	93		
Within groups	48.195	6				
Total		11				
		9				
Organizational Between groups	.892	3	.297	1.5	.200	Not significant
Commitment	21.572	11	.189	72		
Within groups	22.464	4				
Total		11				
		7				

Correlation between Organizational Politics and Organizational Commitment

Table 4 shows the probable correlation between organizational politics and organizational commitment of the employees from the four industries. As derived from the data, there is a significant correlation between organizational politics and organizational commitment since the Pearson correlation value (sig. value 2 tailed = .000) is lower than the set correlation alpha value of 0.01. Therefore, the hypothesis which states that organizational politics has no significant relationship on the organizational commitment of the employees among the four industries is rejected.

TABLE IV
CORRELATION BETWEEN ORGANIZATIONAL POLITICS AND ORGANIZATIONAL COMMITMENT

		Organizational Politics	Organizational Commitment
Organizational Politics	Pearson Correlation	1	.746
	Sig. (2-tailed)		.000
	N	120	118

Correlation is set at the 0.01 level (2-tailed)

V. CONCLUSIONS

Customers see high standard of quality in the service In conclusion, the relationship that exists between organizational politics and commitment can be further explored by industries concerned for policy formulation. The level of involvement as shown in this study magnifies the need to bolster institutional activities which would eventually

translate to a more committed and productive manpower. Periodic evaluation of employees should contain a portion for the measurement of organizational commitment for every industry. Human resource department of industries should conduct regularly the organizational commitment assessment as part of the employee's development program. This way, they could help diagnose possible problems that could negatively affect the organizational commitment of their employees. Academic institutions should inform their students about the kind of commitment and politics that interplays among the institution where they would someday practice their profession. OJT trainers, fresh graduates and new young employees often suffer from culture shock and are intimidated with their new environment. This could be avoided if proper information was given to them before they will be deployed for their OJT training

REFERENCES

- [1] Anderson, T. P., Creating measures of dysfunctional office and organizational politics: The DOOP and short for DOOP scales, *Psychology*, 1994, pp. 31, 24-34.
- [2] Ferris, G. R., & Kacmar, K. M., Perceptions of organizational politics, *Journal of Management*, 1991, pp. 18, 93-116.
- [3] Kacmar, K. M., & Carlson, D. S., Further validation of the Perceptions of Politics Scale (POPS): A multi-sample approach. *Journal of Management*, 1997, pp. 23, 627-658.
- [4] Meyer, J. P., & Allen, N. J., *Commitment in the workplace: Theory, research, and application*. Thousand Oaks, CA: Sage, 1997.
- [5] Tziner, A., Latham, G. P., Price, B. S., & Haccoun, R., Development and validation of a questionnaire for measuring perceived political considerations in performance appraisal, *Journal of Organizational Behavior*, 1996, pp. 17, 179-190
[https://doi.org/10.1002/\(SICI\)1099-1379\(199603\)17:2%3C179::AID-JOB740%3E3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1099-1379(199603)17:2%3C179::AID-JOB740%3E3.0.CO;2-Z)