

Perception of Organizational Politics and Influence of Job Attitude on Organizational Commitment

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Abstract

This research purposed to study the influence of job attitude and perception of organizational politics to organizational commitment. Commitment is very important to the organization; it is becoming an important thing in the world of business competitive environment. Commitment in organization is play important role related to the rate of employees' intention to stay in the organization. As the key factor of related to the higher level of employees are performing as much as their knowledge. The research design is quantitative. This research is based on employees who are working in Pathumthani province only. There were 400 of qualified questionnaires collected from respondents and used Multiple Regression to analyze the data. The research results found that job attitude and perception of organizational politics influence on organizational commitment.

Key word Job attitude, Perception of organizational politics, Organizational commitment, Responses to job dissatisfaction

1. Introduction

Employees are important of organizational assets. Organizations are face with uncertainty cost and benefits. All of cost has occurred due to employees quit their jobs and organizations need to hire for new personal replaced such as new hire training, the administrative cost, adjustment cost of re-organization etc.

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Nowadays, organization operates their business in a competitive of global environment. Most of organizational expenses are the cost of employees at all. To taken into the reduction of all these cost, it would be beneficial. Therefore, it is increasing into the productivity of cost and reduction of employee turnover is better of strategy which is the main significant between organization and employees.

Furthermore, human resource is very important in order to successfully achieve in organizational management, such as planning, staff management, etc. These are all management in order to set the organization goals, planning and execute the way to use any resources in order to gain the highest of efficiency and achieve the goals settled.

2. Literature Review

Literature in this research included job attitude, perception of organizational politics, organizational commitment and responses to job dissatisfaction.

2.1 Job attitude

According to Allport (1935) defined attitude which are mental or neural of readiness. It is organized through experiences; exert directive influence on the response of individual to all of objects and situations to its related.

Affective component as feelings or emotions in positive or negative toward object of attitude (Fabrigar & Petty, 1999). Cognitive component as thought or beliefs which is individual may be possessed toward objects of attitude (Eagly & Chaiken, 1993). Behavioural component as action of individual or intention to act with respect to object of attitude.

2.2 Organizational commitment

According to Mowday et al., (1979) defined organizational commitment as a multidimensional structure, which is involvement in a particular organization, and

relative strength of the individual's identification. It is characterized by three factors; 1) willingness to put in effort on behalf of the organization; 2) strong belief in and acceptance of the goals and values of an organization; 3) strong desire to maintain with the organization (Savery and Syme, 1996:1)

According to Luthans (1992:124) defined organizational commitment as directly related to desire to maintain with the organization, willing to exert effort on behalf on organization and strong belief in and acceptance of goals and values of an organization.

According to Meyer and Allen (1991) proposed a three components model of organizational commitment; affective commitment, continuance commitment, and normative commitment.

Allen & Meyer, 1990; Meyer & Allen, 1997 defined affective commitment as the desire of employees to be emotionally attached to the identification with and involve to an organization. Noor and Noor (2006) referred that employees who have strong affective commitment will remain to an organization because they want to remain. Allen & Meyer, 1990: Meyer & Allen, 1991 defined continuance commitment as awareness of employees or recognition of benefits of remain continuing in organization versus the cost perceived of leaving organization. Chan 2003 referred that employees with high of continuance commitment are more likely to remain in the organization. Allen & Meyer, 1990: Meyer & Allen, 1991 defined normative commitment as employees' feelings consequence of obligation to stay in organization based on norms and values of one's personal. Even though, employees face pressure from others person to leave, employees will strongly continue to work in organization.

2.3 Responses to job dissatisfaction

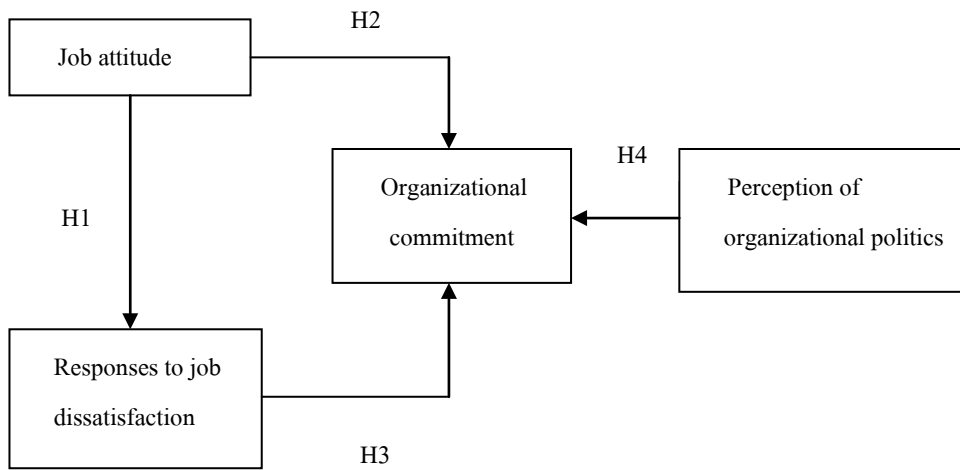
Rusbult and Zembrodt (1983) proposed that dissatisfaction reactions had differ along these two primary of dimensions; voice and loyalty are constructive reactions which is the individual attempts to remain satisfactory of working condition. Exit and neglect are more destructive to the relationship of employee organization. Exit and voice are active reactions, direct attempt dealing with the dissatisfaction to the working conditions. Loyalty and neglect are more passive which respect to the problem at hand.

2.4 Perception of Organizational Politics

Kacmar and Ferris (1991) and Ferris and Kacmar (1992) referred that the higher of political are in the eyes of employees in organization, the lower of politics in that person's eyes is the level of justice, equity and fairness.

According to Ferris et al (1989) proposed the perception of organizational politics have three factors; "general political behavior", "go along to get ahead", and "pay and promotion policies".

Kacmar and Carlson, 1997 referred general political behavior as act in self serving manner to achieve their goals of individual. Byrne 2005 referred go along to get ahead as lack of interest, remain the action of silent is showing by individual to secure the interest of one's best. Ferris et al 1989, referred pay and promotion policies as the politician involved in the organization.

Figure 2.1 Conceptual Framework

According to this research, the researcher reviewed and developed the conceptual framework have been shown as the figure 1. The main construct is organizational commitment. There are directly determined by two constructs which are job attitude and perception of organizational politics also responses to job dissatisfaction.

3. Methodology

3.1 Population and sample

The questionnaire was distributed to employees who worked in Pathumthani province only. There are from a different background. The qualified of 400 questionnaires was collected from employees and analyzed.

3.2 Research Instrument

The questionnaire was designed to measure all of variables which adapted from the previous researched. The five-point Likert scale (1=strongly disagree, 2=disagree, 3= neutral, 4= agree, 5= strongly agree) was used to measure the questionnaires items as an instrument.

The reliability analysis of this questionnaire research was measured by using the Conbach's alpha coefficient. Conbach's alpha have cut-off criteria by convention, alpha should be at least 0.70 or higher than which is to remain the items in an adequate of scale. (Cronbach, 1951)

4. Data Analysis

This research was analyzed the qualified collected data by used the statistic analysis to explain the percentage and frequency of the demographic characteristic of the respondents. The multiple regression was used to analysis the hypothesis and explain the influence of each hypothesis.

5. Result

From the below Table 5.1 showed that the respondents consists of male 168 with 42% and female 232 with 58%. 50% of employees are between 26-35 years old. 10.5% are average of employee's graduation. 49.8% of employees are working for public company. 53.3% of employees have income between 10,001-20,000 baht per month. 22.3% of employees have total experiences between 1-3 years and 17.8% have total experiences more than 15 years.

Table 5.1 Respondents Characteristic

Characteristic		No. of respondents	Percentage
Gender	Female	168	42.00%
	Male	232	58.00%
Age	15-25 years old	50	12.50%
	26-35 years old	200	50.00%
	36-45 years old	109	27.30%
	46-55 years old	35	8.80%

Characteristic		No. of respondents	Percentage
	More than 55 years	6	1.50%
Education	Vocational Certificate	40	10.00%
	High Vocational Certificate	42	10.50%
	Bachelor Degree	42	10.50%
	Master Degree	43	10.80%
	Others	45	11.30%
Occupation	Government Company	175	43.80%
	Public Company	199	49.80%
	Own Business	10	2.50%
	Others	16	4.00%
Income	Less than 10,001 baht	90	22.50%
	10,001-20,000 baht	213	53.30%
	20,001-30,000 baht	61	15.30%
	30,001-40,000 baht	26	6.50%
	40,001-50,000 baht	7	1.80%
	50,001-60,000 baht	2	0.50%
	More than 60,001 baht	1	0.30%
Total	1-3 years	89	22.30%
	4-6 years	78	19.50%
	7-9 years	66	16.50%
	10-12 years	58	14.50%
	13-15 years	38	9.50%

Characteristic		No. of respondents	Percentage
	More than 15 years	71	17.80%

As the below table 5.2, an analysis demonstrated degree of agreement of the respondents on job attitude (cognitive, affective, behavior), perception of organizational politics (general political behavior, go along to get ahead, pay and promotion policies), organizational commitment (continuance, affective, normative commitment), and responses to job dissatisfaction (non-exit, voice, loyalty, non-neglect).

Table 5.2 Level of agreement analysis

Factors	Mean	Std. Deviation	Level of agreement
Job attitude	3.5408	0.6520	Agree
-Cognitive	3.4565	0.6943	Agree
-Affective	3.5517	0.6082	Agree
-Behavior	3.6144	0.6536	Agree
Perception of Organizational Politics	3.3004	0.8676	Neutral
-General Political Behavior	3.0400	1.0646	Neutral
-Go Along to Get Ahead	3.6600	0.6946	Agree
-Pay and Promotion Policies	3.2013	0.8435	Neutral
Organizational Commitment	3.3876	0.7855	Neutral
-Continuance Commitment	3.2675	0.8303	Neutral
-Affective Commitment	3.3955	0.7419	Neutral

Factors	Mean	Std. Deviation	Level of agreement
-Normative Commitment	3.5000	0.7843	Agree
Responses to job dissatisfaction	3.4640	0.7159	Agree
-Non-exit	3.3437	0.8166	Neutral
-Voice	3.3565	0.6606	Neutral
-Loyalty	3.4890	0.6901	Agree
-Non-neglect	3.6669	0.6964	Agree

According to the table 5.2 as above the result showed that the respondents are agree with cognitive (3.4565, 0.6943), affective (3.5517, 0.6082), behavior (3.6144, 0.6536), go along to get ahead (3.6600, 0.6946), normative commitment (3.5000, 0.7843), loyalty (3.4890, 0.6901), and neglect (3.6669, 0.6964). Respondents are neutral with general politic behavior (3.0400, 1.0646), pay and promotion policies (3.2013, 0.8435), continuance commitment (3.2675, 0.8303), affective commitment (3.3955, 0.7419), non-exit (3.3437, 0.8166), and voice (3.3565, 0.6606).

Table 5.3 Result of hypothesis 1, Job attitude influence on responses to job dissatisfaction

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	.582	.120		4.872	.000
Cognitive	.154	.035	.186	4.429	.000
Affective	.335	.047	.353	7.181	.000
Behavior	.320	.037	.363	8.731	.000
R ² = .600 Adjust R ² = .597 SEE = .36578 F = 198.178 Sig. = .000					

Significant level = 0.05

As table 5.3 showed that job attitude influence on responses to job dissatisfaction. Affective is most important influence on responses to job dissatisfaction was $B = .335$ $t = 7.181$ $\text{Sig.} = .000$ which is considered as less of level than significant or alpha level = 0.05. Adjust R square = .597 or 59.7%. Thus reasonable multiple regression equation is $.582 + .154 (\text{COG}) + .335 (\text{AFF}) + .320 (\text{BEH})$.

Table 5.4 Result of hypothesis 2, job attitude influence on organizational commitment

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	.462	.170		2.714	.007
Cognitive	.191	.050	.190	3.850	.000
Affective	.488	.066	.426	7.346	.000
Behavior	.153	.052	.143	2.927	.004
R ² = .445 Adjust R ² = .441 SEE = .52114 F = 106.010 Sig. = .000					

Significant level = 0.05

As table 5.4 showed that job attitude influence on organizational commitment. The affective are most important influence on organizational commitment was $B = .488$, $t = 7.346$, $\text{Sig.} = .000$ which is considered as less of level than significant or alpha level = 0.05. Adjust R square = .441 or 44.1%. Thus reasonable multiple regression equation is $.462 + .191 (\text{COG}) + .488 (\text{AFF}) + .153 (\text{BEH})$.

Table 5.5 Result of hypothesis 3, responses to job dissatisfaction influence on organizational commitment

Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	.268	.137		1.952	.052
Non-exit	.280	.034	.328	8.359	.000
Voice	.171	.045	.162	3.805	.000
Loyalty	.327	.048	.324	6.857	.000
Non-neglect	.133	.043	.133	3.092	.002

$R^2 = .600$ Adjust $R^2 = .596$ SEE = .44328 F = 147.976 Sig. = .000

Significant level = 0.05

As table 5.5 showed that responses to job dissatisfaction influence on organizational commitment. The non-exit and loyalty are most important influence on organizational commitment was B= .280, .327 t = 8.359, 6.857 Sig. = .000, .000 which is considered as less of level than significant or alpha level = 0.05. Adjust R square = .596 or 59.6%. Thus reasonable multiple regression equation is .268+.280 (EXT)+.171 (VOI)+.327 (LOY)+.133 (NEG).

Table 5.6 Result of hypothesis perception of organizational politics influence on organizational commitment

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	1.276	.170		7.493	.000
General Political Behavior	-.024	.027	-.037	-.881	.379
Go Along to Get Ahead	.352	.045	.351	7.763	.000
Pay and Promotion Policies	.286	.038	.346	7.590	.000

R² = .340 Adjust R² = .335 SEE = .56862 F = 67.920 Sig. = .000

Significant level = 0.05

As table 5.6 showed that Go Along to Get Ahead have Sig. value at .000 which considered as the less of level than significant level or the alpha level at ($\alpha = 0.05$), as identified at the above for the hypothesis test. T value is 7.763 and 7.590. $\beta = 0.351$ and 0.346 or 35.1% and 34.6%. Therefore, Go Along to Get Ahead and Pay and Promotion Policies influence to organizational commitment. Go along to get ahead is most significant for perception of organizational politics by 35.1% and $t = 7.763$ which is greater than others dimensions. General political behavior has $t = -0.881$ and Sig. = .379, so it is null for this variable. Therefore, perception of organizational politics has partial relationship with organizational commitment where general politics behavior does not significant for this variable. Thus reasonable multiple regression equation is $1.276 - 0.024$ (general politic behavior) + 0.352 (go along to get ahead) + 0.386 (pay and promotion policies)

6. Conclusion

With regard to statistical procedures, this analysis of quantitative data was applied by used statistic methods namely reliability analysis, percentages, mean scores, and analyzed by multiple regression. The tested of assumptions before the performance of each statistical methods was all satisfied. All hypothesis tested was accepted. Job attitude influence on responses to job dissatisfaction. Job attitude influence on organizational commitment. Responses to job dissatisfaction influence on organizational commitment. Perception of organizational politics has partial relationship with organizational commitment where general politics behavior does not significant.

7. Discussion

This research was objective to develop the model of organizational commitment to employees in order to remain employees to stay with organization as long, to develop the organizational management and increase of employees potential and abilities. As the analysis mentioned, job attitude, responses to job dissatisfaction are influence on organizational commitment, perception of organizational politics (has partial relation). All of this was more important influence on organizational commitment, and employees' intention to stay with their organization.

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