

Analysis of The Influence of Organizational Politics on Organizational Commitment, Job Satisfaction, Performance and Organizational Citizenship Behavior (OCB)

Denny Rudy, Manuel Lambi

STIE Mah-Esia Manokwari, Indonesia

Email: dennyrudyl@gmail.com, 2011moewell@gmail.com

Abstract

This research aims to examine the relationship and influence of political organizations on organizational commitment, job satisfaction, performance, and organizational citizenship behavior at the Manokwari Regency Social Service. This research is explanatory, namely examining the influence of organizational politics on organizational commitment, job satisfaction, performance, and organizational citizenship behavior. This research data was obtained from a questionnaire filled out by responses from the Manokwari Regency Social Service. The population and sample of this research were 69 respondents. Research data processing uses simple linear regression. The research results show that political organizations have a relationship with organizational commitment and work performance but have no relationship with organizational citizenship behavior. Political organizations also influence organizational commitment but do not necessarily influence performance and organizational citizenship behavior. Meanwhile, other results state that job satisfaction does not meet the validity test.

Keywords: Organizational Politics, Organizational Commitment, Job Satisfaction, Performance and Organizational Citizenship Behavior.

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INTRODUCTION

Every organization of any form, whether a business organization, a government organization or a social organization, always wants to achieve some goal. These goals can be achieved by using human resources and other organizational resources such as funds, materials and equipment effectively and efficiently. One of the organizational resources that play an important role in achieving organizational goals is that these resources cannot be completely replaced by other organizational resources. Human resources are decisive for the success of the organization (Dessler & Varrkey, 2017).

One of the main aspects of management work related to human resources is the aspect related to employee performance and the management part that manages this is better known as performance management. From the management literature, various concepts about performance are known. In general, refers to the results (achievements or performances) of work achieved by people or groups of people in an organization

(company) based on a certain unit of time or measure. This understanding contains a broad interpretation, especially in terms of the approach and scope of the study and the use of criteria or indicators to determine work performance or performance. Defining performance that refers to the achievement of work results (achievements or performance), in terms of approach and scope of study may be done from individual or organizational aspects.

Performance is a function of motivation and the ability to complete a task or job someone should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what will be done and how to do it. Performance is a real behavior that everyone displays as work achievements produced by employees in accordance with their role in the organization. Employee performance is very important in the organization's efforts to achieve goals (Rivai, 2016)

In the last decade, organizational politics especially the way employees and managers perceive it has become one of the very interesting fields to study in business administration, management and applied psychology. The study states that the way employees feel this way in the workplace is termed political climate, power struggles, influence tactics and ethical decisions that contain many meanings (Vigoda-Gadot, 2007). For example, organizations that perceive more politics naturally also perceive fairness as low and less ethical (Vigoda-Gadot & Vashdi, 2012)

Siswanto et al., (2023) defines organizational politics as the process by which organizational actors or groups build "power" to influence goal setting, criteria or operational decision-making processes in order to meet their interests. Ferris et al., (2018) define organizational politics as the use of power and influence in organizations. Organizational politics in this case points to the need to power and influence a person. Therefore, organizations must use organizational politics in managing and improving the work productivity factor of their employees.

According to Vigoda-Gadot, (2016) the high level of politics in organizations often presents injustice and unfair distribution of resources among employees and also among external clients. The environment and atmosphere may also result in reduced employee performance, high levels of stress and tension Jalagat, (2017), low levels of job satisfaction, reduced commitment to the organization and added negative reactions from employees such as low quality service, increased employee turnover and high actual turnover rates (Nasution, 2017).

Shaleh & Firman, (2018) examines that organizational politics has a relationship and influence on how employees view organizational responsibility and commitment. Employee commitment to the organization is one of the important behavioral aspects that can be used to evaluate, develop and achieve the success of organizational goals. Employees who perform well will get job guarantees from organizations that will help employees plan their careers and provide promotions as a guarantee of career development. Instead, employees will provide commitment and loyalty in work to the organization (Ulfa & Anis, 2016). If employees have good performance and commitment to the organization, the organization will provide rewards, bonuses, promotions to employees so that employees get satisfaction in working at the organization. In this case, the satisfaction expected by employees is satisfaction with salaries, benefits, insurance, work environment and so on.

Similar research conducted by Cropanzano et al., (1997) proved that organizational politics is negatively related to organizational commitment, job satisfaction and OCB, but

not significantly related to performance. Organizational politics as an independent variable affects the dependent variables namely organizational commitment, job satisfaction, performance and OCB. Similarly, Wulani, (2004) research proves that organizational politics is negatively related and affects organizational commitment, job satisfaction, performance and unrelated and affects OCB. Researcher Siswanti, (2006) states that organizational politics has a negative relationship and influence on organizational commitment, job satisfaction and is positively related to performance and OCB. Organizational politics as an independent variable affects the dependent variables namely organizational commitment, job satisfaction, performance and OCB.

Based on the background and some previous research that has been described above, the formula of the problem in this study is: How the Influence of Organizational Politics on Organizational Commitment, Job Satisfaction, Performance and Organizational Citizenship Behavior (Empirical Study at the Manokwari District Social Service).

RESEARCH METHODS

The study uses a quantitative approach and is an explanatory research that examines the influence of organizational politics on organizational commitment, job satisfaction, performance and OCB. This research data was obtained from a questionnaire filled out by responses to the Manokwari District Social Office. The population of this study was 69 respondents. Determination of samples using saturation techniques, all populations were used as samples, namely as many as 69 respondents. Data processing using simple linear regression.

RESULT AND DISCUSSION

Test Validity and Reliability

Validity testing is carried out by factor analysis using the SPSS (Statistical Product Service Solution) program version 11.5 for windows to see whether the measuring device can be accounted for the accuracy of its measurement or the extent to which the measuring device can measure what should be measured.

Reliability testing is carried out to assess whether or not the measuring device used, the higher the reliability of a measuring device, the more precise the measuring device. The results of the reliability test are shown by Cronbach's Alpha Coefficient which shows the reliability of interitem consistency or tests the consistency of respondents in answering all items. Each item according to its construct, which has an interitem correlation of < 0.3 is said to be unreliable (Hair et al., 1998). Meanwhile, a construct that has Alpha reliability < 0.6 means unreliable, Alpha reliability range 0.7 means quite reliable, and Alpha reliability > 0.8 means very reliable (Sekaran, 2000).

Table 1 Summary of Validity Test Results and Reliability Test for Each Variable

Variable	Number of items	Number of invalid items	Number of valid items	Nilai Cronbach Alpha
Organizational Politics	12	7	5	0.799
Organizational Commitment	24	8	16	0.702
Job Satisfaction	3	-	3	0.481
Performance	7	4	3	0.813
OCB	5	2	3	0.720
Total	51	21	30	

Based on the results of the validity test that has been carried out, it can be seen that of the 51 items tested, there are only 30 items that pass the validity test and can be used for subsequent testing. However, in reliability testing, the job satisfaction variable cannot be used for future research because it has a Cronbach alpha value that does not meet the requirements, which is only 0.481. Thus, only 4 variables will be tested in this study, namely organizational political variables, organizational commitment, performance and OCB.

Hypothesis Test

Simple linear regression analysis is used to examine the relationship and influence between independent variables i.e. organizational politics on dependent variables i.e. organizational commitment, performance and OCB. For the variable of job satisfaction, further testing cannot be done because it does not pass the reliability test. Therefore, hypotheses 2a and b cannot be overtaken in this study. Simple linear regression analysis calculations are performed using the help of the SPSS application program version 11.5 for Windows. Full results can be seen in table 2 below.

Table 2 Simple Linear Regression Test Results (standardized coefficient β), N=69

Variabel Independen	Variabel Dependen		
	Organizational Commitment	Performance	OCB
Age	0.107	-0.142	0.061
Gender	0.052	-0.013	0.181
Marital Status	0.007	-0.095	-0.188
Last Education	0.280	0.190	-0.236
Length of Work	0.345**	0.483*	0.213
Organizational Politics	-0.435***	-0.016	0.359
F	3.884**	4.353**	2.101
R²	0.273	0.296	0.169
Adj-R²	0.203	0.228	0.089

Source: Data processing, 2023

Description: Significance at *** $p < 0.05$; ** $p < 0.01$; * $p < 0.001$

Table 2 above shows that organizational politics was negatively associated with organizational commitment ($\beta = -0.435$, $p = 0.024$) and was shown to have an influence on commitment ($R^2 = 0.273$; $p = 0.002$). Thus, hypotheses 1, a, and b are supported. Other results obtained that organizational politics were related to performance but not significantly ($\beta = -0.016$, $p = 0.931$). But on the other hand, the results of the regression test show that organizational politics actually have an influence on performance ($R^2 = 0.169$; $p = 0.001$), then hypothesis 3 a is not supported and hypothesis 3 b is supported. Other findings from the study showed that organizational politics were positively associated with OCB but not significantly ($\beta = 0.359$, $p = 0.066$). While organizational politics also have no influence on OCB. Thus, hypotheses 4 a and b are not supported.

The results show that organizational politics have a negative and significant relationship and have an influence on organizational commitment. This means that if employees feel the high level of politics in the organization, this will have an impact on the commitment of their organization. Politics in organizations applied by organizations aims to help employees to achieve organizational goals in requiring employees to have an attitude of ownership, loyalty, responsibility as obligations that must be carried out by employees in the organization. In addition, organizational politics also affect organizational commitment, because the organization uses and applies its rules, policies

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and power as politics to employees. In this situation, employees feel pressured and dissatisfied with the organization, so employees do not have good organizational commitment or employees have low commitment to the organization.

Maslun & Fedor (1998) measured organizational commitment using affective commitment scales, finding that organizational commitment was significantly negatively associated with perceived organizational politics. According to Wulani (2004) that organizational commitment is a very relevant form affected by disappointment on the organization. Affective commitment is closely related to the compatibility between the values and goals of each individual with the organization, so that employees will form bonds with nonpolitical organizations, because in the long run the organization will meet their needs. Thus, the high level of organizational politics in the organization that is felt by employees, it will have an impact on their commitment to the organization.

The results of this study support previous research conducted by Mujiatun et al., (2019) research which concluded that organizational politics felt by employees will relate to and have an impact on employee commitment to the organization.

The results of a simple linear regression analysis showed that organizational politics were negatively related to performance but not significantly. On the other hand, organizational politics have an influence on performance and prove significant. The results of this study are the same as the results of research conducted by Wulani, (2004) that organizational politics is negatively related to performance but not significant. The results of this study found that organizational politics had a significant effect on performance. This study does not support the research conducted by Cropanzano et al., (1997) which found that organizational politics has a significant relationship and influence with performance, and research conducted by Siswanti, (2006) in that organizational politics is related to performance.

The results of this study state that there is really a relationship between organizational politics and employee performance, because the politics applied by organizations to achieve their goals require employees to utilize knowledge, expertise, opportunities and motivation to increase efficiency, effectiveness and productivity at work. In addition, organizational politics also affect employee performance, because organizations use and implement regulations, policies and their power as politics to identify, measure, encourage, evaluate and reward employee performance. In this situation, employees do not feel motivated at work, but feel depressed, disturbed, unproductive in working at the organization, so that employees do not have good performance or performance. This indicates that the perception of organizational politics felt by employees in the organization will affect employee performance or will reduce the level of employee performance.

Organizational citizenship behavior (OCB) is individual behavior that is free, not directly or explicitly related to the reward system and can improve the effective functioning of the organization (Organ & Konovsky, 1989). This definition is not overshadowed by the terms voluntary, reward or intention of the actor but rather behavior should support the organizational, social and psychological environment more than just the technical core. OCB is able to increase organizational success through the organization's ability to allocate resources effectively. Organizational experts as well as practitioners are well aware of the importance of the determinants that can give rise to OCB in organizations. OCB is able to increase organizational success through the ability of the organization to allocate its resources effectively.

The results of regression analysis showed that organizational politics had a positive relationship and did not significantly affect OCB. The results of this study are contrary to research conducted by Wulani, (2004), that organizational politics is not related and does not have a significant effect on OCB. However, the results of this study are contrary to the research of Cropanzano et al., (1997) which states that organizational politics has a negative relationship and has a significant effect on OCB.

On the other hand, this study is the same as the research conducted by Vigoda-Gadot, (2016) that organizational politics is positively related and significantly affects OCB. This research shows that organizational politics is positively but not significantly associated with OCB. This may be because politics implemented and carried out by the company is not considered important and mandatory to be carried out by employees. There is no sanction from the organization if it is not implemented and followed properly by the politics so that organizational politics does not affect OCB. OCB is not influenced by organizational politics felt by employees, maybe employees will have a good OCB even though it is influenced by organizational politics. In short, the presence or absence of politics in the organization does not affect the OCB of employees to the organization.

CONCLUSION

The results of this study show that organizational politics felt by employees in the organization will have an impact on low employee commitment. These results support previous studies. Other results found that organizational politics has no relationship with performance, but still affects employee performance. In other words, although not to relationships, if employees feel that politics in the organization will have an impact on their performance. This research is in line with the research of Cropanzano (1997) and Wulani (2004), that organizational politics is positively related and has no effect on OCB. In line with the results of Vigoda's research (2002; in Siswanti, 2006), that the OCB of Manokwari District Social Service employees is influenced by politics in the organization or not.

In this study, the variable of job satisfaction did not pass the reliabiliats test, in future studies it is highly recommended to be able to use items from other researchers or increase the number of items, considering that in this study only used 3 items. Research on organizational politics is indeed very interesting to study. Therefore, similar research needs to be carried out by subsequent researchers. For this reason, further research needs to be carried out by the next researcher by reviewing other variables that are relevant to the demands of the organization.

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