

Study the Relationship between Employers Perception of Managers Political Behavior and Organizational Commitment

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ABSTRACT

Organization includes of combinations that are incompatible in respect of goals. In political pattern, an organization is considered as groups with special and separate interests, goals, and values. The purpose of current research is to recognize the relationship between employer's perception of managers political behavior and their commitment to organization in Education Department of Khuzestan province. To obtain this goal, standard questionnaire are prepared for evaluation of independent and dependent variables. These questionnaire distributed among 350 teachers, that only 250 questionnaires are put under final analysis. This is an applied research according to the objective, the method of data gathering is descriptive-survey and correlation, and questionnaire is used as research instrument.

The research findings show that totally, the employer's perception of managers political behavior is reversely related to managers political behavior. As their perception is reversely related to affective dimension, but no significant relation is shown with the other two dimensions (normative and continues dimension).

KEYWORDS: Political behavior, perception, organizational commitment, affective commitment, normative commitment and continues commitment.

INTRODUCTION

Political behavior, on one hand, will fulfill an organization goals and on the other hand prevent it. So, we should find a common point between organization commitment and political behavior that is an indication of relationship between these concepts. In political behavior, the individuals through expression of positive and negative behaviors either try to fulfill the organization goals or conversely to oppose it. But in organization commitment, the organization or managers try to commit individuals to organization goals through granting concession or practicing a behavior. One of these behaviors could be political behavior which in this research their effect on each other is defined.

As other concepts of organizational behavior, organizational commitment is defined in different ways. But in an study carried by experts as -Meyer & Allen regarding to the definition of organizational commitment it is indicated that the first and probably main transition in the ground of macro organizational theories is the opinion of (open system). The changing position to open system attitude is related to the pioneer work of (katz &kahn). In open system framework, an organization will reach to a dynamic equilibrium with the environment. Therefore, the energy will be interchanged constantly between the environment and organization. This theory is opposite of the close system attitude, as in close system the effect of internal variables on organizational structure, behavioral patterns and effectiveness are considered [7].

Research literature and background.

Politic behavior and its focus in organization

Politic behaviors in organization include those conscious actions that individuals or groups take to gain or protect their interests when dealing with opposite solutions [11]. Some researchers, refer to politic behavior in organization as those actions that isn't as a part of individual official role; but is adopted to influence or try to influence the benefits distribution in an organization. This definition includes the key factors which most individuals consider them in discussion about organization: 1) political behavior is something irrelevant to the description of individual specific job. 2) political behavior requires trying to utilize individuals authority bases [11]. Policed, is referred to the efforts of organization members to mobilize, protect with or against policy, rules, goals or other decisions which their result have some effects on them [12]. In other definition, politic is considered as follow up and employing power in organization[6]. Organizational politics include those kinds of actions which are taken by individuals within organization to develop and exercising authority and other resources to get the desired result when individuals dealing with a situation of uncertainty and disagreement[1]. Qevin (1980) consider the political behavior as those measures that mainly are taken to increase legal or the

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authority power of individuals and groups [8]. According to political behavior is exercising deliberate and free influence by individuals and groups in a contrast situation to increase or protect their interests [4].

One of the most common issues that is considered in political science is the study of political behavior. All of us interested in understanding specific behavior of citizen, legalists, bureaucrats, political parties and judges. Political behavior relates our government organization and participation through citizens [9].

Organizational commitment

Porter et al (1974), define organizational commitment as accepting organizational values and involvement in organization and considers its evaluation measures as motivation, desire to continue work, and accepting organization values. Organizational commitment includes individuals positive or negative attitude toward the whole organization (not jobs) that they involved in. In organizational commitment, the individuals remain very faithful to organization and in this way recognize their organization [3]. Organizational commitment means an attitude toward or take up a position that will dependent or relate individuals identity to the organization [10]. Kanter considers the organizational commitment as inclination of social agents to remain loyal to social systems. Organizational commitment is a human condition in which an individual believe that should continue these actions and has an effective participation through his works [13]. The same as other organizational concepts, organizational commitment is defined in different ways. In contrary to these numerous definitions, but in a study by Mayer and Allen (1978) regarding to organizational commitment, it is indicated that each of organizational commitments is related to one of these entire issue of " Affective Attachment, Perceived Costs¹⁷ and Obligation [13].

Commitment to organization: In this kind of commitment, management put emphasis on team work and each individual of group members. Honor managers overlook those who work for them. This action is refers to the proper leading style which is applied by manager to help individuals to be successful in accomplishing their tasks. The managers inclination to spend time, strength and daily work for their subordinates indicates their positive commitment to their people. These three vital actions specially conclude this commitment (Kabiri, 1375).

Three-components theory of organizational commitment: According to Mayer & Alen studies (1978), it is indicated that each definition of organizational commitment as commitment to organizational affective and psychological dependency²⁰, commitment as perceived costs of leaving organization²¹, and commitment as to obligation of remaining in organization²² are classified respectively as following: affective commitment, continues commitment, normative (or duty) commitment:

1. Affective commitment: It is referred to effective dependency, individual simulation and employers attachment to the organization. Each of these three-fold components of commitment organization has different conceptual and also each of them is of specific presupposition consequence. Affective commitment presuppositions are divided to four groups: Personal characteristics, job characteristics, structural characteristics, and work experiences.

2. Continous commitment: It is referred to those privilege or benefits that employer will lost by leaving the organization. This dimension of commitment includes of two presuppositions: the volume and size of individuals investment in organization, perceiving loss of work opportunity in organization

3. Normative commitment: It is referred to employer obligation to stay or remain in organization. The normative component of organizational commitment is influenced by individual experience before his entry to an organization and also hereafter.

In a research, you gel mentions eight political tactics (pressure tactics, rely on top authorities, interchange tactics, coalition tactics, tactic of proper psychological condition, logical encouragement, resort to an emotional request, consultation tactics) that are common in the modern organizations. He find that tactics of consolation and logical encouragement are more used [5]. In higher organizational level, there is more political behavior and in lower level of organization this behavior is blurred [2]. In a late study, it is shown that some factors play significant roles in choosing political behavior. Some of those characteristics are individually and have rooted in individual specification and some of them are created in light of organizational culture or organization internal environment [12].

Moddy et al (1982) classified organizational commitment presuppositions (affective) in four groups of (personal characteristics, characteristics related to role, structural characteristics, work experience). According to the literature review by Reicherds in 1985 regarding to organizational commitment, it is indicated that about 11 studies consider commitment as an independent variable and more than twenty studies mention is a dependent variable.

Political behavior is one of the necessities in each organization and every organization is inevitably dealing with such behavior. Not only an organization but also its employers from managers who is at the head of organization pyramid to petty individuals are evolved in. According to what is mentioned in the research

literature and also reviewing research background, the main goal of the current study is to recognize the relationship between employers perceive of managers political behavior and their commitment to organization.

RESEARCH METHOD

This is a descriptive- survey research regarding to its nature and the goals of data gathering and it is dealing with study the current situation. The statistic population of the current research includes all employers in Education Department of Khuzestan Province that are about 11350 persons. In order to obtain the sample size in which questionnaires are distributed among them ,Morgan table and classified random sampling are used to evaluate the obtained ratio in levels of primary, high school and guidance school as 350 persons.100 individuals are excluded from the research because of being uncooperative in completing the questionnaire. In this research, two questionnaires are used for gathering information. A standard questionnaire that is employed by Matin (1387) and Zarei(1386) in their work is used to study the managers politic behavior. The mentioned questionnaire includes of 24 items in Liker scale. Mayer & Alen questionnaire is also used for obtaining information regarding to organizational commitment that evaluated authorities political behavior(both positive & negative detentions) and employers organizational commitment are respectively. Both of these questionnaires are complemented by employers. An standard instrument is used for psychological evaluation and confirmed by professions and experts.

Cronbach Alpha test is used for evaluation of questionnaire reliability. Effective commitment is evaluated through Mayer & Alen scale of(ACS)¹ (1984) , (1990) and also is used to evaluate affective commitment construct that is referring to affective dependency, individual simulation and employers attachment to the organization .It includes of 8 items in a seven scale. The obtained Cronbach Alpha for this dimension is 0.86. Mayer & Alen scale of (CCS)² (1984) , (1990) is used to evaluate continues commitment. This scale of continues commitment construct evaluates benefits that employer will loss incase of leaving organization and include of 8 items a seven degree scale. The obtained Cronbach Alpha for this dimension is 0.74. Mayer & Alen scale of (NCS)³ (1990) for evaluation of normative commitment is used to evaluate this type of commitment. This scale evaluates normative commitment construct that is referring to employers obligation to remain in organization and includes of eight items in a seven degree scale. The obtained Cronbach Alpha for this dimension is 0.78.Finally Cronbach Alpha of 0.81 is obtained for organizational commitment (dependent variable) that questionnaire reliability is confirmed.

Questions rating are according to seven grade scale and includes 24 items, so in studying the reliability of managers political behavior as research independent variable Cronbach Alpha of 0.85 is obtained. =Pearson correlation is used to obtain the relation between independent variable of manager's politic al behavior and dependent variable of organizational commitment (the research main question).The obtained results are analysis through SPSS software.

According to research objectives, research type and studied variables, so the research hypotheses are considered as following:

Main hypothesis: There is a significant relationship between employers perception of managers political behavior and their organizational commitment in Education department of Khuzestan province.

Sub-hypothesis1: There is a significant relationship between employers perception of managers political behavior and employers affective commitment to organization.

Sub-hypothesis 2: There is a significant relationship between employers perception of managers political behavior and employers normative commitment to organization.

Sub-hypothesis 3: There is a significant relationship between employers perception of managers political behavior and employers continues commitment to organization.

According to the above hypotheses, the following figure relate hypotheses variables as a conceptual model.

¹ Affect commitment scale

²Continuous commitment scale

³Normative commitment scale

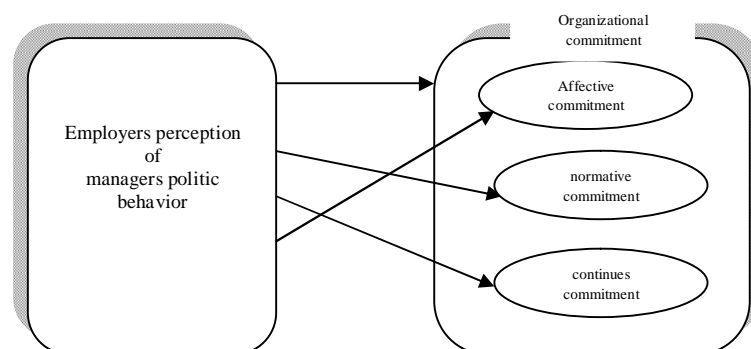


Diagram 1:research conceptual model

Data analysis

A. Research descriptive results

In this investigation, the relationship between employers perception of managers political behavior and employers organizational commitment in Education department of Khuzestan are studied...250 employers(80 men,32%, and 170 women,68%) of Education Department in Khuzestan province are participated in this research that the average age is 34.5 year and average years of service is 12 years. The education level of 14 employers is diploma, 67 employer has associate degree ,150 employers are in BA level and 9 employers has MA degree. The education levels of teaching are as 99 participants teach in elementary school, 99 in secondary level and 77 in high school.

B. Testing Research hypotheses:

In order to examine the research hypothesis, pearson correlation Co efficient was used and the results are given in table (1) .

Table1: the results of pearson correlation test for research hypotheses

	Employers perception of managers political behavior		result
	Correlation coefficient	Sig	
Sub-hypothesis1: Affective commitment	-0.51	0.000	Confirmed
Sub-hypothesis2: Normative commitment	0.09	0.16	Rejection
Sub-hypothesis3: Continues commitment	0.08	0.2	Rejection
Main hypothesis: Organizational commitment	- 0.38	0.000	Confirmed

Main hypothesis: There is a significant relationship between employers perception of managers political behavior and their organizational commitment in Education department of Khuzestan province.

Pearson correlation is used for data analysis that according to the results listed in table 1,there is a significant and negative correlation between employers perception of managers political behavior and employers organizational commitment.($p < 0.05$ & $r = -0.38$).The above findings indicate that as employers perception of managers political behavior is increased ,their organizational commitment will be decreased and vice versa .In other words there is are verse relationship between these two valuables and they are doing in opposite position. To put it clearly, when the employers of under investigated organization (educational department of Khuzestan province)have such a perception as their top managers are undertake political behavior, so their commitment to organization in which they are servicing will be decreased.

It means that political behavior is accompanied with pursuit individuals interest, non social needs, domination over others , and so on...,and these actions have influence on employers organizational commitment. So, it could be said that managers appeal to these actions influence employers organizational commitment. The obtained results of this research are concord ace with those results obtained

By Khaki (1375), Esfahani (1366), Zareie (1386), Matin (1378), Kabiri (1375), Baron (1990), Rodoss(1976), Esteriz (1977), Mathuis (1990) especially since the organizational commitment is regarded as independent variable.

Sub-hypothesis 1 :There is a significant relationship between managers political behavior and employers affective commitment to organization.

According to table 1, there is a significant and negative relationship between employer perception of managers political behavior and their affective commitment ($p < 0.05$, $r = -0.51$). The above finding indicates along with increase in perception of managers political behavior, employers affective commitment will be decreased and vice versa. In other words, these two variables act in opposite direction. Affective commitment refers to affective dependency, individual simulation and employers attachment to organization. However, may be employers don't present in organization, which indicates that undertaking negative actions by managers will lead to decrease in employers attachment and vice versa. The obtained results is in concordance with research results of Zareie (1386), Battman et al (1984), Carry et al (1986), Barron et al (1993), Boccaban (1974), Moddy et al (1982), Alen & Mayer (19870).

Sub-hypothesis 2 :There is a significant relationship between managers political behavior and employers normative commitment to organization.

According to table 1, no significant correlation is seen between employers perception of normative commitment and their managers political behavior ($p > 0.05$, $r = -0.09$). It means that there isn't any relationship between managers political behavior and employers normative commitment to organization. According to side benefites considered by Bikeir (1960), so it is emphasized that individual get some concession and benefits through their activities in an organization, that in case of leaving the organization these will be lost. The obtained results is in concordance with research results of Zareie (1376), Biker (1960), Alen and mayer (1990), Teryes (1969), Aloto et al (1973).

Sub-hypothesis 3: There is a significant relationship between managers political behavior and employers continues commitment to organization.

According to table 1, no significant correlation is seen between managers political behavior and employers continues commitment to organization ($p > 0.05$, $r = -0.08$). There is less studies carried in the field of normative commitment than the other two commitments of affective and continues. The only study in this regard is carried by Mayer & Alen in 1990 to evaluate prerequisites and effective factors in normative commitment and also presenting an indicator design for this evaluation. In this study Mayer & Alen refer to a variable as prerequisite of normative commitment that is "organizational normative commitment".

The obtained results is in concordance with research results of Zareie (1376), Biker (1960), Alen and mayer (1990), Teryes (1969), Aloto et al (1973).

Conclusion

The aim of the current research is to obtain a relationship between employers perception of managers political behavior and their organizational commitment. Employers perception of managers political behavior is regarded as an independent variable, so that its influence on the dependent variable of organizational commitment is studied. So, the results are analyzed through SPSS software after analyzing the data. Obtained results for the main research question indicates that with Pearson correlation coefficient of ($r = -0.38$), there is a significant relationship between employers perception of managers political behavior and their organization commitment in the level of ($p < 0.05$). The obtained results indicate as employers perception of the political behavior of their top managers increased, their organizational commitment will decrease and when their perception level in this regard is low, their commitment will be increased. These result are in concordance with those obtained research results by Zareie (1386), Khaki (1375), Esfahani (1376), Kabiri (1375), Baron (1990), Bokanan (1974) and Rodes (1976). Education is one of most critical element in each regulation and no one could even deny its effect on social health. So, the employers should be encouraged to the future and boost their morale of cooperation, participation, consensus and service among them. The current research indicated that as employers perception of their managers political behavior increased, their commitment to organization will be decreases and vice versa. So, it is suggested that **1.** In appointing managers and assistances, put careful attention so that those capable and compassionate individuals administer the affairs of education without relying on any political behavior. **2.** Science and experience in management are in separate able and identical, so this duty should be to those managers which enjoy of to update management science in addition to sufficient information. **3.** As each political behavior couldn't be harmful for organization, so managers should only put consideration on those behaviors that will help to improve the education goals. **4.** Managers should consider their fellows opinions and recommendations and before putting any of losing their authority and in their minds, respect them and enjoy of a criticizable morale. **5.** Managers should be careful in their actions and behaviors, so that don't act as their subordinates conceive there is a least external influence from strangers outward organization. In other words, they are directed and get order from other side. **6.** Political authorities (governors, governor general, house representatives) are participated in appointing education managers and commit education to its society. **7.**

Authorities in competition with their peers in organization try to regard the organization benefits more than theirs.

It is also recommended that in the future investigations: **1.** A similar research is carried out in government and non-governmental organizations and also private and public (governmental) companies. **2.** Similar research is carried out within education department of other regions in the country and the obtained results are compared with each others. It is also suggested the employer perception of political behavior is studied along with other management variables as organization productivity, employers creativity, employers satisfaction, job stress, organizational culture, and so on.... As authorities political behavior could lead to decrease in employers organizational commitment, so a research should be carried out regarding to political aspect of managers and the mentioned questionnaires completed by themselves and their relation with other variables are studied.

There are always obstacles and limitations in carrying out a research. The is also true for this research and its limitation could be mentioned as a following framework: **1.** Most employer try to represent them selves as loving friend of their superior, so that could get some benefits. But the questionnaires item in the current research evaluates employers perception of political behavior. The employer perception is that maybe their relation with superiors encounter with difficulties. So, most individual undertake a conservative position in answering the questions and maybe couldn't present their real opinion. **2.** Most of employers don't ever answer the questions lest their information will reveal. **3.** Lack of necessary resources because this is still a novelty issue considered as another research limitation.

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