

**INVESTIGATE THE FACTORS AFFECTING COMMITMENT TO ORGANIZATIONAL POLITICS AND ITS RELATION WITH WORKING CONSCIENCE  
(CASE STUDY: KHUZESTAN REGIONAL POWER ORGANIZATION)**

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**ABSTRACT**

The main purpose of this study is investigate the factors affecting Commitment to organizational politics and its relation with working conscience in Khuzestan regional power organization. The study population for this research consisted of employees at Khuzestan regional power organization. We determined the amount of the sample size with the used of Cochran sampling method which the statistical sample is 498 of these employees which have been selected through the simple random sampling method. To gathering of data, we used three questionnaires. In order to analyze the data resulted from collected questionnaires deductive and descriptive statistical methods are used. We can use Structural equation modeling to test the hypothesis of the research. Findings show that policy commitment is predictive of conscientiousness behaviors and there is positive relationship between personal attitude of employees, role clarity and commitment to organizational policies. And role conflict have negative relationship with commitment to organizational policies. Also, there is positive relationship between organizational commitment policies and working conscience.

*Keyword: Attitude, Role clarity, Role conflict, Policy commitment, conscientiousness*

**INTRODUCTION**

The human resources suffer from an absence of satisfaction, motivation and acceptable occupational commitment, the other activities of the organization will not have sufficient results and cannot bear fruits (Toureh, 2006). In the past, the employees believed that in place for the wages and rewards which the organization offers to them, it expects that they make sufficient efforts and remain loyal to the organization. However, since the mid-1980s, the organizations decided that, in reacting to the international competitions, their traditional policies should be put aside and no attention should be paid to such issues as job security, experience of service and offering reward and the workforce should be moderated. These changes caused the loyalty of the employees to extremely decline. That's why one of the important issues which the managers face in dealing with organizational behavior is to encourage the employees in such a way that they may feel more commitment to the organization and their employers so that the organization may

remain in the scene of international competition (Tavakkoli, 2007). The organizational commitment of the individuals has serious and potential effects on the performance of the organization and can be an important predictor for organizational effectiveness (Allen and Meyer, 1990).

Porter et al. (1974) have found the Organizational Commitment to be consisting of three facets: a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a definite desire to maintain organizational membership.

The conceptualization of policy commitment has its roots in Lewin's (1951) field theory, in which the proximity and salience of environmental elements play a substantial role in determining individuals' reactions to their environments. Field theory has found applications in such diverse disciplines as physics, psychology, and business. In sociology, field theory is described as a conceptual framework within which the psychological forces that impact social actors at any point in time can be better understood. According to Lewin (1951), an individual's values determine which forces have a positive or negative utility, and the combination of positive and negative forces impacting on individuals yields a net utility for any prospective behavior. Moreover, behavior is affected only by those forces that are present and active for individuals at any given moment. Diamond (1992) notes that expectations of which [public] policies will succeed are dependent on understanding people's motivations, or the positive and negative (as determined by their values) psychological forces that affect their behavior relative to those policies. Similarly, management's expectations of which organizational policies will succeed is likely to be dependent on understanding the positive and negative psychological forces acting on their employees with regard to those policies.

The concept of salience – the clarity and prominence of an object – represents an important aspect of rational choice (Diamond, 1992). Foote et al (2004) believe specific organizational policies may represent a particularly salient target for employee commitment through their structured courses of action that serve to focus and crystallize employees' thinking and behavior. Organizational policies are specific elements of the work environment that directly impact employees' daily work activities, their interactions with coworkers, and their employer-employee relationships. As explicit articulations of implicit credos (actual or intended), organizational policies embody corporate values that guide the decision making of managers and supervisors and shape employees' work experiences, immediately affecting their behaviors, work relationships, compensation, and sense of security.

Campbell (1963) argued that attitudes are learned as a result of experiences with a particular target, and Fishbein (1967) noted that attitudes derive from one's beliefs about attitude objects. Script theory by Abelson (1976, 1981) informs us that individuals' experiences with attitude objects generate reactive scripts, or schemas, such that individuals form generalized tendencies toward future encounters with the same object. Attitude has been defined as a psychological tendency to evaluate a particular target either favorably or unfavorably (Foote et al, 2004).

Mathieu & Zajac (1990) studies indicate role states as antecedents to organizational commitment. Role clarity refers to the extent to which employees possess a precise understanding of their fit and function within a given context. Employees who clearly understand their organizational roles have been found to experience less anxiety and higher levels of commitment (Foote et al, 2004).

Role conflict is a negative role state in which two or more expectations are placed on an employee such that meeting one expectation necessarily prevents the employee from meeting the

other (Rizzo et al, 1970). Role conflict has previously been shown to be positively related to job dissatisfaction and psychological strain (Schaubroeck et al, 1989), and less satisfying work experiences suggest lower levels of commitment (Allen & Meyer, 1990). Further, role conflict increases the degree of uncertainty with which employees view a given policy, negatively affecting their behavior relative to that policy, again consistent with field theory (Lewin, 1951). According to Organ (1988) conscientiousness involves behaviors that go “above and beyond” the requirements of both formal and informal rules of involvement in what policies are adopted”. Conscientiousness is the personality trait that is defined as being thorough, careful, or vigilant; it implies a desire to do a task well. Conscientious people are efficient and organized as opposed to easy-going and careless. They exhibit a tendency to show self-discipline, act dutifully, and aim for achievement; they display planned rather than spontaneous behavior; and they are generally organized and dependable. It is manifested in characteristic behaviors such as being neat, and systematic; also including such elements as carefulness, thoroughness, self-organization, and deliberation (the tendency to think carefully before acting) (Thompson 2008). Conscientiousness is one of the five traits of the Five Factor Model of personality, and is an aspect of what has traditionally been referred to as having character. Conscientious individuals are generally hard working and reliable. When taken to an extreme, they may also be "workaholics", perfectionists, and compulsive in their behavior. People who score low on conscientiousness tend to be more laid back, less goal-oriented, and less driven by success; they also are more likely to engage in antisocial and criminal behavior (Ozer and Benet-Martínez, 2006).

The main purpose of this study is investigate the factors affecting Commitment to organizational politics and its relation with working conscience in Khuzestan regional power organization. To achieve this main goal we follows four sub-purposes:

- Understanding the positive relationship between personal attitude of employees and commitment to organizational policies
- Understanding the positive relationship between role clarity and commitment to organizational policies.
- Understanding the negative relationship between role conflict and commitment to organizational policies.
- Understanding the positive relationship between organizational commitment policies and working conscience.

According to above purposes we have four hypotheses:

1. There is positive relationship between personal attitude of employees and commitment to organizational policies.
2. There is positive relationship between role clarity and commitment to organizational policies.
3. There is negative relationship between role conflict and commitment to organizational policies.
4. There is positive relationship between organizational commitment policies and working conscience.

## **METHODOLOGY**

The study population for this research consisted of employees at Khuzestan regional power organization. We determined the amount of the sample size with the used of Cochran sampling method which the statistical sample is 498 of these employees which have been selected through the simple random sampling method. To gathering of data, we used three questionnaires. The

role conflict and role ambiguity questionnaire according to Rizzo, House and Lirtzman (1970), Policy commitment was measured using four items from the OCQ (Porter et al., 1974) and three items from Meyer et al. (1993) and finally, the conscientiousness were measured using OCB subscales found in Niehoff and Moorman (1993). Questionnaires reliability was estimated by calculating Cronbach’s Alpha. Table 1 shows the number of question and Cronbach’s Alpha for each dimensions of research.

Table 1 shows the number of question and Cronbach’s Alpha for each dimensions:

Dimensions	No. of Items	Alpha
Attitude	2	0.845
Role ambiguity	5	0.745
Role conflict	4	0.728
Policy commitment	7	0.729
Conscientiousness	3	0.890

In order to analyze the data resulted from collected questionnaires deductive and descriptive statistical methods are used. We can use Structural equation modeling to test the hypothesis of the research. In order to determine the relationship between the variables of the study, the SPSS and LISREL tool has been used.

## RESULTS

### A. Demographic Results

The demographic Analysis of respondents shows that, 71.49 percent are male and 28.51 percent are female. The responder’s degree is 14.66 percent Diploma, 45.58 percent Associate Degree, 29.12 percent Bachelor and 10.64 percent MA or upper. It means that the most of the responder have under bachelor degree. (Table 2)

Table2- Respondents degree

Valid	Degree	Frequency	Percent
	Diploma	73	14.66
	Associate Degree	227	45.58
	Bachelor	154	29.12
	MA or upper	53	10.64
	Total	498	100.0

Table 3 shows age of the responders. 8.26 percent of responders have under 25 years’ old, and 22.89 percent have between 26-30, 33.33 percent have between 31-45, 24.10 percent 46-50, and finally 11.45 percent have more than 51 years of work experience. It shows that most the personnel age are less than 45.

Table 3- Age of the responders

Valid		Frequency	Percent
	under 25	41	8.26
	26-30	114	22.89
	31-45	166	33.33
	46-50	120	24.10
	More than 51	57	11.45
	Total	498	100.0

The work experience analysis of the respondents' show that 15.86 percent less than 5; 25.10 percent have between 6 -10; 23.69 percent have between 11 – 15; 21.08 percent have between 16 -20, and finally 14.26 percent have experience more than 21 years. It shows that all the employees have good experience.

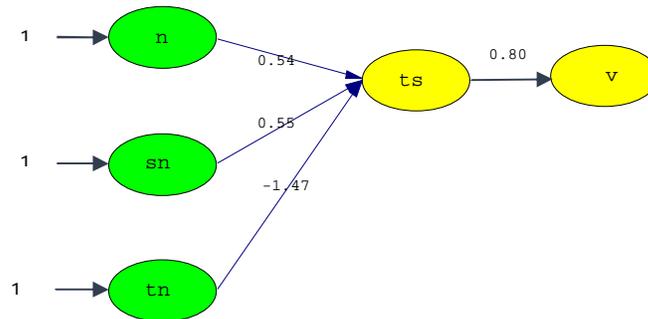
Table 4- Experience of the responders

Valid		Frequency	Percent
	Less than 5	79	15.86
	6-10	124	25.10
	11-15	118	23.69
	16-20	105	21.08
	More than 21	71	14.26
	Total	498	100.0

**B. Hypotheses Results**

A structural model was constructed relating attitude, role clarity and role conflict to policy commitment, with successive links to OCB measures of conscientiousness as was shown in Figure 1.

Fig 1: structural model



Chi-Square=4709.38, df=182, P-value=0.00000, RMSEA=0.224

- N** = attitude
- Sn** = role clarity
- tn** = role conflict
- ts** = policy commitment
- v** = conscientiousness

An initial model showed reasonable fit with clear indications of a statistically significant positive relationship ( $p < 0.000$ ) for both attitude and role clarity with policy commitment, and successive relationships of policy commitment with both conscientiousness. The relationship between role conflict and policy commitment was negative.

Table 5 shows the relationship between variables

relationship	(λ)	t	significant
n-->ts	0.45	4.89	Confirm
sn-->ts	0.55	3.26	Confirm
tn-->ts	-1.45	-6.64	Confirm
ts-->v	0.80	12.03	Confirm

In the relationship between personal attitude of employees and commitment to organizational policies, the T-value is 4.89. It means that we can accept H<sub>1</sub> and reject H<sub>0</sub> in first hypothesis. And say that there is positive relationship between personal attitude of employees and commitment to organizational policies.

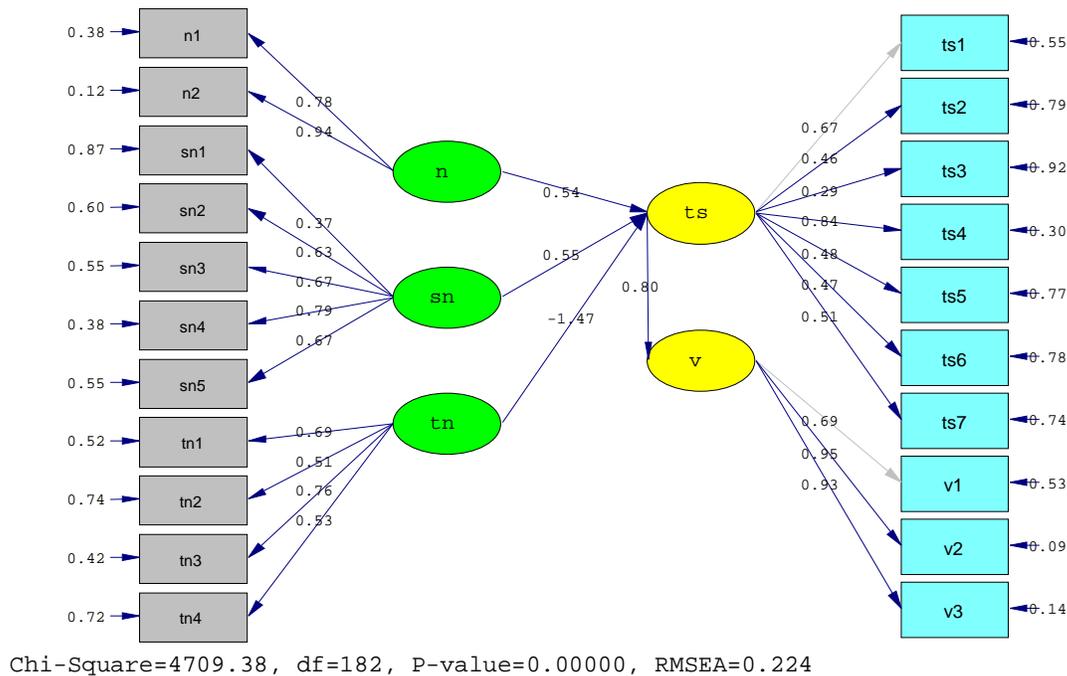
In the relationship between role clarity of employees and commitment to organizational policies, the T-value is 3.26. It means that we can accept H<sub>1</sub> and reject H<sub>0</sub> in first hypothesis. And say that there is positive relationship between role clarity of employees and commitment to organizational policies.

In the relationship between role conflict of employees and commitment to organizational policies, the T-value is – 6.64. It means that we can accept H<sub>1</sub> and reject H<sub>0</sub> in first hypothesis. And say that there is negative relationship between role conflict and commitment to organizational policies.

In the relationship between organizational commitment policies and working conscience, the T-value is 12.03. It means that we can accept H<sub>1</sub> and reject H<sub>0</sub> in first hypothesis. And say that there is positive relationship between organizational commitment policies and working conscience.

According to the Hypotheses results the final model shown in figure 2.

Fig.2: final model of research



## CONCLUSION

The purpose of this study was to introduce the policy commitment construct and to examine the influence of attitude, role clarity, and role conflict on policy commitment, as well as the influence of policy commitment on working conscience. We began by developing a research model in which we identified attitude, role clarity, and role conflict as predictors of policy commitment, with a successive link in which policy commitment predicted conscientiousness. The research model fit the data, based on our results, and the model also indicated that a positive attitude and a clear understanding of one's role can predict policy commitment. In addition, our results indicated that policy commitment is predictive of conscientiousness behaviors.

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