

THE INFLUENCE OF ORGANIZATIONAL POLITICS ON ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION AND ITS INFLUENCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

The number of individuals who gather in the organization is directly proportional to the number of interests in the organization. The more individuals who prioritize their interests, the more the goals of the organization will be neglected. Increased perceptions of organizational politics can worsen organizational outcomes. However, many studies stated that organizational politics can improve organizational outcomes. This study examines organizational politics and its effect on commitment and job satisfaction and its effect on OCB. This research is a quantitative-research with the number of respondents as many as 40 salespeople in the furniture sector and analyzed using Partial Least Square (PLS). The results of this study indicate that only one hypothesis is rejected.

KEYWORDS

Organizational Politics, Commitment, Satisfaction, OCB



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INTRODUCTION

Organization is a collection of several different and unique people to achieve certain goals. The uniqueness of these different individuals raises important things in the organization, such as power, politics, and conflict. Politics in the realm of an organization or company is the ability to change the organizational situation. (Wright, 2017) argues

Akbar Pahlevi, Rio Dhani Laksana. (2022). The Influence of Organizational Politics on Organizational Commitment and Job Satisfaction and Its Influence on Organizational Citizenship Behavior. Journal Eduvest. Vol 2(7): 1.357-1.362
E-ISSN: 2775-3727
Published by: <https://greenpublisher.id/>

that organizational politics is the use of authority and power to influence the definition of goals, direction, and other major parameters of the organization. Political practice in organizations can be triggered by differences of opinion between members of the organization.

In addition, (Cohen, 2016) argue that organizational politics is related to behavior to save personal interests or certain groups within the organization and sometimes these interests conflict with the interests of the organization itself. So, the number of individuals who gather in the organization is directly proportional to the number of interests in the organization (Organization, 2007). The number of different interests of individuals and certain groups will have an unfavorable impact on the existence of the organization. The more individuals who prioritize their interests, the more the goals of the organization will be neglected. A leader must be able to regulate politics within the organization in order to compete with other organizations

In addition, organizational politics is a phenomenon that exists within organizations that can affect various employee work attitudes. According to (Kaya, Aydın, & Ayhan, 2016), organizational politics has an effect on work attitude variables such as: job satisfaction, job involvement, and organizational commitment. This work attitude will ultimately affect Organizational Citizenship Behavior. A study examining the effect of job satisfaction and organizational commitment on OCB was conducted by (Smircich, 2017) which states that job satisfaction has a positive effect on OCB but organizational commitment has no effect on OCB.

Several previous studies have examined the path of the influence of organizational politics on organizational attitudes which then affect OCB. (Keohane, 2017) argue that organizational politics has a negative effect on organizational commitment. However, (Baran, 2019) actually argue that the higher the organizational politics, the higher the organizational commitment. Meanwhile, organizational politics has a negative effect on job satisfaction. Due to the phenomena that occur and the differences in results in several studies, organizational politics has become an interesting topic to study. This study examines organizational politics and its effect on commitment and job satisfaction and its effect on OCB.

RESEARCH METHOD

The population in this study were salespeople in the furniture sector in Banyumas Regency, Central Java, totaling 40 people and all of them were taken as respondents. According to Arikunto (2013: 95) if the number of the population is less than 100, it should be taken entirely. According to Sugiyono (2014:143) if the population is relatively small, less than 30 people, or research that wants to make generalizations with very small errors, the research used is population research.

The data collection technique used in this study is to use a questionnaire and use measurements with a Likert scale where the questions in the questionnaire are made in the form of statements using a scale of 1-5.

This study uses a Partial Least Square (PLS) approach to analyze the data. PLS is a variant-based SEM statistical method designed to solve multiple regression when there are specific problems with the data, such as very small research sample sizes, missing data (missing values) and multicollinearity (Jogiyanto and Abdilah, 2009:11).

Organizational politics is measured by the nine-item Perceptions of Organizational Politics Scale (POPS) which was adapted from Kacmar and Carlson (1997). Organizational commitment is measured by nine items adapted from Allen and Meyer (1990). Job satisfaction will be measured by 7 items adapted from Macdonald and

MacIntyre (1997). Organizational Citizenship Behavior (OCB) is measured by 12 items adapted from Niehoff and Moorman (1993).

RESULT AND DISCUSSION

A. Result

Table 1. AVE Value

Variable	AVE
Job Satisfaction	0.641
OCB	0.586
Org. Politics	0.598
Org. Commitment	0.548

Based on 1, it is known that the AVE value of all latent variables is above 0.5, so it can be concluded that the instrument in this study can be used correctly regarding the measurement of concepts in the model studied.

Table 2. Fornell-larcker criterion

	Job Satisfaction	OCB	Org. Politics	Org. Commitment
Job Satisfaction	0.800			
OCB	0.183	0.765		
Org. Politics	0.471	-0.261	0.773	
Org. Commitment	0.382	-0.106	0.710	0.740

Based on table 2, the square root of each AVE construct is greater than the highest correlation with other constructs, it can be concluded that the indicators used in this study are correlated with the variables used in this study.

Table 3. Cronbach's alpha and Composite reliability

	Cronbach's Alpha	Composite Reliability
Job Satisfaction	0.905	0.925
OCB	0.934	0.944
Organizational Politics	0.915	0.930
Organizational Commitment	0.895	0.915

Based on table 3, it is known that Cronbach's alpha value exceeds 0.6 and the composite reliability value exceeds 0.7. So, it can be concluded that the construct is reliable. With the fact that all constructs can be used to measure variables, the analysis phase of hypothesis testing can be used.

Table 4. Hypothesis testing

	P Values
Job Satisfaction -> OCB	0.011
Organizational Politics -> Job Satisfaction	0.000
Organizational Politics -> OCB	0.004
Organizational Politics -> Organizational Commitment	0.000
Organizational Commitment -> OCB	0.328

Based on the table above, it is known that only hypothesis three is rejected. This is because the P values on the influence of organizational commitment to OCB are more than 0.05.

B. Discussion

The results of statistical tests show that organizational politics has a negative effect on organizational commitment (0.000), this means that the higher the organizational politics in the company, the commitment of the sales force will decrease (Eliyahu, Bibu, Sala, & Săcui, 2021). Self-interest pressure on a salesperson causes them to feel uncomfortable. This will result in a decrease in organizational commitment (Gilbert, Krush, Trainor, & Wayment, 2022).

These results are consistent with the research of (Utami, Bangun, & Lantu, 2014) who found that organizational politics has a negative effect on organizational commitment. This is in line with several previous studies which state that organizational politics has a negative effect on job satisfaction (Vigoda-Gadot et al., 2003; Nye and Witt, 1993; Maslyn and Fedor, 1998). Negative effects occur due to negative/adverse impacts caused by organizational politics such as violations of social contracts (Farmer, 2011).

In addition, organizational politics has a negative effect on job satisfaction (0.000). This shows that if organizational politics gets stronger, employee satisfaction will decrease (Erkutlu & Chafra, 2016). This result is in accordance with the research of Ferris and Kacmar (1992) which states that organizational politics will reduce job satisfaction. Supported by several other studies which have found that organizational politics has a negative effect on job satisfaction (Saleem, 2015).

One of the determinants of sales force satisfaction is the existence of good cooperation with co-workers. If one coworker is too self-absorbed, other salespeople will be displeased. The same thing happens when the leadership conducts organizational politics it will make the sales force below him feel pressured thereby reducing the work capacity. On the other hand, there is pressure felt by salespeople in the socialization process from family or culture. In other words, organizational politics causes the family culture of salespeople to be unappreciated, thereby reducing the job satisfaction of salespeople.

Meanwhile, the analysis of the effect of organizational commitment on OCB showed insignificant results (0.328). This result is in accordance with the findings of William and Anderson (1991) which states that high organizational commitment does not affect employees in performing OCB. The same result was also found by Darmawati et al. (2013) and Randall et al. (1999) which states that organizational commitment has no effect on OCB. This contradicts the research of Cropanzano et al. (1997) Bakhshi et al. (2011), and Rini et al. (2013) which states that organizational commitment has a positive effect on OCB. This difference is possible because OCB is the behavior of salespeople that exceeds what has been their main task, so that high organizational commitment does not always cause someone to do OCB.

Meanwhile, this study shows that job satisfaction has a positive effect on OCB (0.011), which means that if salespeople have high job satisfaction, they tend to engage in OCB behavior more often. These results are in accordance with the research of Darmawati et al. (2013) stated that job satisfaction has a positive effect on OCB. Similar opinions regarding the relationship between job satisfaction and Organizational Citizenship Behavior (OCB) are found in the studies of Organ and Ryan (1995) and Podsakoff, et al. (2000). Job satisfaction is an important determinant that encourages

someone to show Organizational Citizenship Behavior (OCB), because individuals who get satisfaction in their work will work with dedication.

The other test results show that organizational politics has a negative effect on OCB with (0.004). This means that if the political construct of the organization is increasingly felt in the company, the OCB behavior will decrease. These results are consistent with the research of Chen and Indartono (2011) who found that organizational politics has a negative effect on organizational commitment. If some parties such as leaders are too concerned with their own profits without paying attention to the interests of employees, then employees will naturally feel reluctant to be loyal voluntarily (Ward, 2016).

CONCLUSION

From this study it can be concluded that only H3 is rejected, namely organizational commitment has no effect on OCB. Organizational politics has a negative effect on organizational commitment and job satisfaction (Barusman & Mihdar, 2014). This means that the higher the organizational politics, the lower the job satisfaction and commitment. In addition, job satisfaction has a positive effect on OCB. Meanwhile, organizational politics has a negative effect on OCB.

Managers and managers must reduce organizational politics in their companies, this is an effort to increase organizational commitment, job satisfaction and job involvement which will increase the Organizational Citizenship Behavior of the sales force.

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