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## Supervisory management and organizational politics as determinant of employee commitment

Osisanya Florence Prelaifa <sup>1\*</sup>, Adedokun Lateef <sup>2</sup>, Ikenga Emem <sup>3</sup>, Obasi Nneka Peace <sup>4</sup>, Awomailo Lanke Benedict <sup>5</sup>, Doherty Oluwasuyi <sup>6</sup>, Akinwande Ibiyemi Olusola <sup>7</sup>

<sup>1, 5-7</sup> Department of Business Administration & Management, Yaba College of Technology, Yaba, Nigeria

<sup>2</sup> Department of Accountancy, School of Management and Business Studies, Yaba College of Technology, Yaba, Lagos, Nigeria

<sup>3</sup> Department of Public Administration, School of Management and Business Studies, Yaba College of Technology, Yaba, Lagos.

<sup>4</sup> Department of Business Administration, Faculty of Management Science, University of Lagos, Nigeria

\* Corresponding Author: **Osisanya Florence Prelaifa**

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### Abstract

This study examines supervisory support and organizational politics as a determinant of commitment among employees. A critical review of previous literature on organizational politics revealed that the quest for equality, promotion and power tussle in organizations remains the major factors that results to politics in workplace. Organizational politics has detrimental effects on supervisory support, since it has been concluded that organizational politics is a counter-productive work behaviour and it has to be minimize.

A simple random sampling technique was used, two hundred and forty (240) questionnaires were distributed while two hundred and thirty three (233) were returned. Relevant data was collected through primary and secondary sources. Research findings were presented and analyzed using simple percentage/frequency table analysis, while the hypothesis was tested using Pearson's Product Moment Correlation, with the aid of Statistical Package for Social Science (SPSS).

Based on the findings, management should come up with developmental opportunities in form of workshops to enlighten the employees on how to perform and work in the organization, management should provide useful information to supervisor to help expand employees commitment at work and also reduce politics in the organization.

**Keywords:** Politics, Organizational politics, *Supervisory support*, *Employees' commitment*

### Introduction

Suggested within the context of, an organization term "politics" is seen as an undesirable conduct and as having a very unfavorable attitude. Most employees regard organizational politics as pursuing self-interests at the expense of others, as something negative and to be minimized.

All organizations face organizational politics, which may have an adverse effects on employees and ultimately on the organization. It is one of the sources of stress and has negative impact on job outcomes Steers, (2010). Previous studies have reported that organizational politics decreases employees' commitment, performance and job satisfaction which are considered important factors of organizational performance.

According to Krishhan & Mary, (2012) <sup>[25]</sup>, Employee perception is positively correlated with several outcomes that are advantageous to the organization and the individual, including conscientiousness in carrying out traditional job responsibilities, organizational commitment, and job satisfaction, when it comes to providing supervisory support. Therefore the level of support employees perceive of employees needs to be constantly reviewed to ensure favorable outcomes to the organization which ultimately leads to profitability (Krishhan & Mary, 2012) <sup>[25]</sup>.

So, supervisory support and organizational politics are one of the important means of employees' commitment. Employees with high perception of organizational support feel the indebtedness to respond favorably to the organization in the form of positive job attitudes and organizational behaviors and also support organizational goals (Loi, Hang-Yue and Foley, 2006) <sup>[28]</sup>.

Workers are therefore thought to be more inclined to return favors by engaging in many types of pro-social conduct aimed at the business and by strengthening their feeling of organizational loyalty if they feel that the company cares about their well-being.

It is well recognized that politics inside businesses have a significant role in the decline of employee work satisfaction. As was already established, organizational politics appear to have a more detrimental than positive effect on how satisfied people are with their jobs. This is numerous research in the literature have shown a strong inverse association between organizational politics and work satisfaction. However, it is unclear whether there are any.

### Statement of problem

It is well recognized that politics inside businesses have a significant role in the decline of employee work satisfaction. As was already established, organizational politics appear to have a more detrimental than positive effect on how satisfied people are with their jobs. Numerous research in the literature have shown a strong inverse association between organizational politics and work satisfaction. However, little is known about whether there are any additional characteristics, particularly the perception of supervisor support that contribute to reversing the unfavorable association between organizational politics and work satisfaction. Even less is known about the connection as it relates to the industrial sector. Consequently, this study will look upon.

### Objectives of the study

This study's primary goal is to look at supervisory support and organizational politics as a determinant of commitment among employees. The specific objectives are to:

1. Examine how supervisory support in job task improves employees' commitment.
2. Ascertain employees' perception on organizational politics
3. Determine if supervisory support weakens the negative relationship between organizational politics.

### Research Hypothesis

The following hypotheses shall be tested during the course of the study:

**H1:** There is a significant relationship between supervisory support and employees' commitment.

**H2:** There is significant relationship between organizational politics and employees' fair perception

**H3:** There is a significant relationship between supervisory support and organizational politics.

### Significance of the study

This research heightens awareness and understanding of how management struggles to comprehend why certain workers lack loyalty to the company despite aggressive implementation of fair Payroll procedures and human resource (HR) strategies to inspire and keep them. Assess the impact of various organizational politics that might have an impact on employee commitment in a corporate setting. It also acts as a

future manual for other scholars studying employee commitment.

It is hoped that this study stimulates more research on the topic. Hence, research effort on supervisory support and organizational politics as it affects commitment among employees, this injects new and creative organisational and managerial practices into the manufacturing sector. In other words, the expected findings of this study creates awareness and infuses a change-oriented behaviours among workers.

### Scope of the study

This investigation aims to look at supervisory support and organizational politics on employee's commitment. This study covers Nigerian Bottling Company, Coca-cola, in Lagos State.

### Literature Review

#### Social-Exchange Theory

One of the simplest definitions of social exchange is explained by the relationship between two individuals, where each gets something beneficial from the other (Emerson, 1981) <sup>[16]</sup>. Employee-organization relationship is explained by the social exchange theory developed by Blau (1964) <sup>[10]</sup>. Social exchange theory has been used to study organizations in an attempt to better understand the reciprocal relationship that exists between employees and the organization (Baran, Shanock and Miller, 2012; Dawley, Andrews and Bucklew, 2008) <sup>[6, 13]</sup>. This suggests that when an organization treats their employees fairly and values their efforts and provides a comfortable working environment, the employees will feel obligated to support the organization to achieve its goals (Dawley *et al.*, 2008; Shoss *et al.*, 2013) <sup>[14, 13]</sup>. The employee's act of support can include higher organizational commitment and loyalty which results in lower levels of intention to leave the organization (Allen *et al.*, 2003) <sup>[3]</sup>. Additionally, Allen *et al.* (2003) <sup>[3]</sup> made the case that employees who feel like they are receiving no assistance from their company are more inclined to quit for a company they believe will treat them better.

#### Supervisory support Theory

The development of organizational support occurs when employees assign the organization humanlike characteristics this is according to organizational support theory. Levinson suggested that giving the organization humanlike characteristics was encouraged by the responsibility of the organization towards its employees; through the behaviour that provide continuity in the organization and give direction to its employees. Employees judge whether their bosses care about them or not based on how they treat them and how the organization personifies them. Employees who feel that their organization supports them reciprocate by helping the organization achieve its targets by working harder and smarter to achieve goals set by the organization. Eisenberger *et al.*, (2001) <sup>[15]</sup> asserts that the organization's support towards its employees through respect and approval leads the employees to have a sense of belonging within the organization and take their role in the organization seriously.

#### Research Methodology

Survey research was used to create the design. This chosen method enabled the gathering of firsthand information from the sampled employees, As a result, there is potential for generalization because it provides an accurate sampling of

the populace. The population comprises of the staff strength of Coca-Cola Bottling Company in Lagos State. Simple random sampling method was employed for selecting samples from the given population. The sample covers employees in the marketing, distribution, human resources and corporate affairs of the organizations. The instrument used for data collection was questionnaire. A total of 240 questionnaires were made available and 233 were useable, the return rate is 97%. Frequency counts, percentages, means, standard deviations, and modes were used to analyze the data.

The analysis was conducted using the SPSS (Statistical Packages for Social Science) version. Descriptive statistics, of frequency count and percentage. The statistical tool used to test the hypotheses raised in this study was correlation.

### Descriptive Statistics Analysis

This section offers tabular and graphical displays of the percentage and frequency analysis of the replies received from the respondents.

**Table 1:** Distribution of respondent demographic characteristics

Variables	Category	Frequency	Percent
Gender [ n=238]	Male	100	41.7
	Female	138	57.5
Age [n=240]	20-25	111	46.3
	26-30	72	30.0
	31-35	36	15.0
	36-40	13	5.4
	41-45	5	2.1
	46-50	1	0.4
	51 & above	2	0.8
Marital status [n=238]	Married	79	32.9
	Single	131	54.6
	Divorce	2	0.8
	Separated	6	2.5
	Widowed	20	8.3
Highest Educational Qualification [n=240]	OND/NCE	75	31.3
	HND	98	40.8
	BS.C	47	19.6
	MS.C/MBA	12	5.0
	Prof. certification	8	3.3
Working Experience [n=236]	1-5 years	170	70.8
	6-10 years	48	20.0
	11-15 years	7	2.9
	16-20 years	9	3.8
	21-25 years	2	0.8
Level in the organization [n=237]	Top Management	42	17.5
	Middle Management	113	47.1
	Lower Management	80	33.3

Source: Field survey January, 2019

### Comment/Interpretation

The Table 1 shows the respondents' distribution demographic characteristics such as, participant's gender, age distribution, marital status, highest academic qualification, working experience and level in the organization. It was reported that out 250 participants selected for gender in the study, 41.7% account for the participants selected for male, 57.5% is the proportion of those selected for female. It was also observed that 46.3% account for the proportion of age between 20-25, 30% for the proportion of age between 26-30, 15% for the proportion of age between 31-35, 5.4% for the proportion of age between 36-40 years, 2.1% for the proportion of age between 41-45 years, 0.4% for the proportion age between 46-50 years and 0.8% for the proportion of age of 50 and above. In the aspect of marital status, 32.9% account for the proportion of participants that are married, 54.6% participants that are still single, 0.8% have divorced, 2.5%

have separated and 8.3% account for the proportion of participants that are widow. In the case of highest educational qualification, 31.3% % represent the participants with only OND/NCE, 40.8 % account for the proportion of participants with HND certificate, 19.6% has acquired BSC certificate, 5.0% account for those that has acquired MSC/MBA while only 3.3% acquired professional certificate. It was also found that 70.8% is the proportion of participants with 1-5 years working experience, 20.0% with 6-10 years working experience, 2.9% with 11-15 years working experience, 3.8% with 16-20 years working experience and 0.8% is the proportion of the participants with 21-25 years working experience. 17.5% is the proportion of the participants at top management, 47.1% is the proportion at middle management and 33.3% is the proportion of participants at the lower level in the organization.

**Table 2:** Distribution of impact of supervision and organizational politics on employees' commitment

Variables				Cat.(%)			
	SD	D	SD	NA/ND	SA	A	SA
"My supervisor was respectful of my views and ideas" [n=239]	6.7	9.6	3.3	7.5	13.3	40.4	18.8
"My supervisor and I were equal partners in supervision" [n=233]	7.9	15.4	9.6	10.8	11.7	23.3	18.3
"My supervisor had a collaborative approach in supervision" [n=234]	5.0	7.5	6.7	10.0	11.3	40.0	17.1
"I felt safe in my supervision session" [n=237]	3.8	3.3	7.9	12.5	13.8	36.7	20.8
"My supervisor was non judgemental in supervision" [n=235]	6.7	7.5	3.3	9.2	15.0	32.9	23.3
"My supervisor treated me with respect" [n=236]	3.8	4.2	6.7	7.5	13.3	38.8	24.2
"My supervisor was open minded in supervision" [n=234]	5.0	8.3	7.5	5.8	11.7	33.8	25.4
"Feedback on my performance from my supervisor felt like criticism" [n=235]	9.2	15.0	6.7	10.4	9.6	28.3	18.8
"The advice I received from my supervisor was prescriptive rather than collaborative" [n=236]	9.2	7.5	7.1	12.5	13.0	27.9	20.4
"I felt able to discuss my concerns with supervisor openly" (n=231)	6.7	6.7	8.3	5.8	13.6	34.6	20.4
"Supervisor felt like an exchange of ideas" [n=234]	3.3	5.8	7.1	8.3	13.8	32.9	26.3
"My supervisor gave feedback in a way that felt safe" [n=237]	3.8	5.4	5.8	6.7	17.9	33.8	25.0
"My supervisor treated me like an adult" [n=237]	4.2	6.3	6.7	7.1	14.6	37.5	22.5
"I felt if I discussed my feelings openly with my supervisor".	8.3	15.4	13.8	14.6	10.4	21.7	13.3
"Favouritism rather than merit determines who gets ahead around here" (in your company) [n=234]	25.8	12.5	-	12.1	-	32.5	11.7
"I was able to be opened with my supervisor" n=231]	8.8	5.0	7.9	12.1	12.9	31.3	18.3
"There is no place for yes-men around here: good ideas are desired even when it means disagreeing with superior" [n=237]	7.5	5.8	-	20.0	-	44.3	20.4
"Employees are encouraged to speak out frankly even when they are critical of well-established ideas" [n=237]	6.7	7.9	-	16.7	-	49.6	17.5
"There has always been an influential group in this organization that no one ever crosses" [n=237]	11.7	15.4	-	23.8	-	37.5	10.0
"People here usually don't speak up for fear of retaliation by others" [n=235]	10.0	15.0	-	20.0	-	38.3	14.6
"Rewards come only to those who work hard in this organization" [n=235]	5.8	7.5	-	14.6	-	39.6	30.4
"Promotions in this organization generally go to top performers" [n=237]	5.8	7.9	-	20.4	-	36.7	27.9
"People in this organization attempt to build themselves up by tearing others down (to criticize or degrade someone or something)" [n=239]	18.3	16.3	-	23.3	-	32.1	9.6
"I have seen changes made in policies here that only serve the purposes of a few individuals, not the work unit or the organization" [n=239]	10.4	14.6	-	20.4	-	45.0	9.2
"There is a group of people in my organization who always get things theirway because no one wants to challenge them"	8.8	14.2	-	24.6	-	37.9	12.9
"I cannot remember when a person received a pay increase or a promotion that was inconsistent with the published policies" [n=235]	15.8	16.7	-	20.0	-	35.4	10.0
"Since I have worked in this organization, I have never seen the pay and promotion policies applied politically" [n=231]	21.7	18.8	-	18.8	-	28.3	8.8
"I am often bored with my job" [n=239]	20.0	25.8	-	20.0	-	21.3	12.5
"I feel fairly well satisfied with my present job" [n=236]	5.4	14.2	-	24.2	-	40.4	14.2
"I am satisfied with my job for the time being" [n=237]	6.7	7.5	-	17.5	-	43.8	23.3
"Most days I am enthusiastic about my work" [n=238]	3.3	8.8	-	15.4	-	48.8	22.9
"I like my job better than average worker does" [n=238]	5.0	3.8	-	21.7	-	43.3	25.0
"I find real enjoyment in my work" [n=238]	5.0	7.5	-	15.4	-	37.5	30.8
"I would be very happy to spend the rest of my career with this organization" [n=239]	20.8	14.2	11.3	22.9	11.7	10.4	8.3
"I really feel as if this organization's problems are my own" [n=231]	4.6	8.3	11.3	23.8	11.7	25.4	11.3
"I think that I could easily become as attached to another organization as I am to this organization" (R) [n=237]	14.6	20.4	10.4	11.3	10.8	18.3	12.9
"I do not feel like part of the family at my organization" (R) [n=240]	7.5	13.8	8.3	9.2	11.7	29.6	20.0
"I do not feel emotionally attached to this organization" (R) [n=236]	5.4	10.8	10.0	9.2	17.1	27.1	18.8
"This organization has a great deal of personal meaning for me" [n=237]	3.3	10.8	10.4	11.3	14.6	32.1	16.3
"I do not feel a strong sense of belonging to my organization" (R)	9.6	7.9	10.4	5.8	15.8	22.9	27.5

Source: Field survey January, 2019

SD= Strongly Disagree, D=Disagree, SD=Slightly Disagree, NA/ND=Neither Agree/Nor Agree, SA=Slightly Agree, A=Agree, SA=Strongly Agree

### Comment/Interpretation

This study focused on the impact of supervision and organisational politics on employees' commitment. As shown in the above Table 2 that 72.5% strongly believed that their supervisor was respectful of their views and ideas. 53.3% believed that they and their supervisors were equal partners. Also 57.1% participants stated that their supervisor had a collaborative approach in supervision. About 57.5% participants testified that they felt safe in their supervision session. 71.2% of the participants declared that their supervisor were non judgemental in supervision. It was reported that 76.3% of the participants strongly believed that

their supervisors treated them with respect. 70.9% of the participants claimed that their supervisors were open minded in supervision. 56.7% of the participants believed that feedback on their performance from their supervisors felt like criticism. About 61.3% confirmed that the advice they received from their supervisors rather than collaborative it was prescriptive. 68.6% asserted that they felt able to talk about their openly discussing issues with the supervisor. 73% affirmed that supervisor felt like an exchange of ideas. 76.7% strongly concurred that their supervisor gave feedback in a way that felt safe. 74.6% of the participants insisted that their supervisor treated them like an adult. 45.4% established that

they felt if they discussed their feelings openly with their supervisor. Then about 44.25% asserted that favouritism who succeeds around here is determined more by luck than by talent (in your company). 62.5% of the participants reported that they were open with their supervisors. It was found from the above table that 64.7% is the proportion of the participants who stated that there was Yes-men are not welcome here; excellent ideas are welcomed even when they contradict existing beliefs. superior.67.1% of the participant believed that employees are urged to express themselves honestly, even when they disagree with accepted concepts. .47.5% of the participants testified that in this company there has always been a powerful group that no one ever crosses. 52.9% stated that For fear of reprisals from others, individuals often don't speak up here. 70% strongly concurred only those who work hard in our organization receive awards. From the findings 64.6% declared that Top achievers in this company typically get promoted. Also from the findings, a report was given that 41.7% claimed that People in this group make an effort to elevate themselves by bringing down others, or they may criticize or denigrate someone or something. 54.2% of the participants confirmed because they have observed policy changes made here that only suit a small number of people's interests, not those of the work unit or the company. 50.8% of the participants affirmed that some individuals in an organization consistently get their way because no one wants to oppose them. 45.4% of the participants reported that they cannot numerous instances where someone earned a wage raise or a promotion despite the documented policies being broken.37.1% stated that since they having worked for this company, they have never witnessed the political implementation of wage and

promotion schemes. 33.8% of the participants asserted that they were often bored with their job.54.6% of the participants believed that they feel largely content with their present job. 67.1% of the participants established that they are satisfied with their job for the time being.68.3% of the participants believed that most days they were enthusiastic about their work. Also about 71.7% of the participants strongly concurred they like their job better than average worker does. It was reported that 68.3% of the participants find real enjoyment in their work .30.4% stated that they would be thrilled to continue working for this company in the future 48.4% of the participants claimed that they genuinely believe the issues with this company are their own 42.0% of the participants asserted that they believe they could easily develop the same level of attachment to another organization as they did to this one 63% of the participants believed they did not develop a sentimental attachment to this organization. Also 63% of the participants believed this organization holds a lot of personal significance for me. For them.66.2% of the participants claimed they did not experiencing a deep feeling of belonging to their organization.

**Statistical Hypotheses Testing**

In this regard Friedman test and Spearman’s rank correlation test were used to achieve the validity of the hypotheses stated for the study.

**Hypothesis one**

**H0:** There is no significant relationship between supervisory support and employees’ commitment

**H1:** There is a significant relationship between supervisory support and employees’ commitment.

**Table 3:** I felt able to discuss my concerns with my supervisor openly

I had the freedom to discuss my concerns with my supervisor openly*I would be very happy to spend the rest of my career with this organization							
		I would be very happy to spend the rest of my career with this organization					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I felt able to discuss my concerns with my supervisor openly	Strongly Disagree	19	0	0	10	10	41
	Disagree	7	9	8	7	3	34
	Neutral	7	0	4	1	2	14
	Agree	24	19	4	31	13	91
	Strongly Agree	7	8	13	21	9	58
Total		64	36	31	70	37	238

Source: Field survey January, 2019.

**Table 4:** Interval by Interval

Symmetric Measures					
		Value	Asymp. Std. Error <sup>a</sup>	Approx. Tb	Approx. Sig.
Interval by Interval	Pearson's R	.271	.070	4.248	.000c
Ordinal by Ordinal	Spearman Correlation	.333	.062	5.338	.000c
N of Valid Cases		238			
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					
c. Based on normal approximation.					

Source: Field survey January, 2019

Where

R = Spearman’s rank correlation coefficient, n = sample size, P – value = probability value, α = significance level.

**Comment/Interpretation**

With reference to the Table 3 and Table 4 above indicating spearman’s rank correlation test on null hypothesis that

“there is no significant relationship between employee’s satisfaction and their remuneration in the selected companies”. The test revealed that the p – value is 0.000, calculated value for spearman’s rank is 0.271 and the sample size is 238. We found from the above result that p – value (0.000) is less than level of significance (0.05), hence null hypothesis (H0) is rejected at 95.0% confidence level. We

therefore concluded that there is significant positive relationship between supervisory support and employees' commitment in the organization. This implies that if the supervisors are lenient with their supervision this will enhance the employees 'commitment.

**Hypothesis two**

**H0:** There is no significant relationship between organizational politics and employees' fair perception

**H1:** There is a significant relationship between organization politics and employees' fair perception.

**Table 5:** This organization has a great deal of personal meaning for me

This organization has a great deal of personal meaning for me*There has always been an influential group in this organization that no one ever crosses							
Count							
		There is always been an influential group in this organisation that no one ever crosses					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
This organization has a great deal of personal meaning for me	Strongly Disagree	7	14	11	9	7	47
	Disagree	9	8	8	7	5	37
	Neutral	7	6	10	11	0	34
	Agree	5	6	17	32	9	69
	Strongly Agree	0	3	10	18	3	34
Total		28	37	56	88	24	233

**Table 6:** Symmetric Measures

		Value	Asymp. Std. Errora	Approx. Tb	Approx. Sig.
Interval by Interval	Pearson's R	-0.34-	.076	-0.514-	.000c
Ordinal by Ordinal	Spearman Correlation	-0.103-	.072	-1.584-	.000c
N of Valid Cases		233			
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					
c. Based on normal approximation.					

Source: Field survey January, 2019

Where

R = Spearman's rank correlation coefficient, n = sample size, P – value = probability value, α = significance level.

**Comment/Interpretation**

With reference to the Table 5 and Table 6 above showing spearman's rank correlation test on null hypothesis that "there is no significant positive relationship between organizational politics and employees' fair perception". The test revealed that the p – value is 0.010, calculated value for spearman's rank is -0.103 and the sample size is 233. We found from the above result that p – value (0.000) is greater than level of significance (0.05), hence null hypothesis (H0)

is rejected at 95.0% confidence level. Therefore, we deduced that there is a strong connection between organizational politics and employees' fair perception in the organization. This signified that once politics is introduced into the system of organization this reduce the fair perception of the employees.

**Hypothesis Three**

**H0:** There is no significant relationship between supervisory support and organizational politics

**H1:** There is a significant relationship between supervisory support and organizational politics

**Table 7:** Showing spearman's rank correlation test on null hypothesis that "there is no significant relationship between supervisory support and organizational politics"

I had the freedom to discuss my concerns with my supervisor openly*Rewards come only to those who work hard in this organization							
		I would be very happy to spend the rest of my career with this organization					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I felt able to discuss my concerns with my supervisor openly	Strongly Disagree	3	1	7	8	13	31
	Disagree	0	8	5	1	4	18
	Neutral	2	2	3	2	7	16
	Agree	5	2	7	49	18	81
	Strongly Agree	2	5	13	31	28	79
Total		12	18	35	91	70	226

Source: Field survey January, 2019.

**Table 8:** Symmetric Measures N of Valid Cases

		Value	Asymp. Std. Errora	Approx. Tb	Approx. Sig.
Interval by Interval	Pearson's R	.179	.076	2.720	.007c
Ordinal by Ordinal	Spearman Correlation	.147	.072	2.228	.027c
N of Valid Cases		226			
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					
c. Based on normal approximation.					

Source: Field survey January, 2019.

Where

R = Spearman's rank correlation coefficient, n = sample size, P – value = probability value,  $\alpha$  = significance level.

Comment/Interpretation:

With reference to the Table 7 and Table 8 above showing spearman's rank correlation test on null hypothesis that "there is no significant relationship between supervisory support and organizational politics". The test revealed that the p – value is 0.027 calculated value for spearman's rank is 0.271 and the sample size is 238. We found from the above result that p – value (0.000) is less than level of significance (0.05), hence null hypothesis (H0) is rejected at 95.0% confidence level. We therefore concluded that there is significant relationship between supervisory support and organizational politics in the organization.

### Summary of Findings

Findings from the first hypothesis confirms that there exist a significant relationship between supervisory support and employee's commitment. This confirms the findings of (Bennet *et al.* (2001) <sup>[9]</sup> which states that when employees notice that their immediate supervisor is concerned for them and provides adequate support to get the job done, employees feel more positive towards their work, which in turns, pulls out extra work effort from them and this extra work effort enhance the service quality of the employees. This results indicate that supervisory support is prevalent in an organization but its association to employee commitment is strong. Furthermore, if supervisors are lenient in their supervision, this will enhance employee's commitment in the organization.

The second hypothesis confirms that there is a significant relationship between organizational politics and workers fair perception in the organization. This confirms the findings of which states that when individuals are highly psychologically empowered in their workplace, they are less likely to perceive the workplace as highly political in the sense that they see themselves as having a sense of control over various work situations. Thus, this signified that once politics is introduced into the system of organization this reduce the fair perception of the employees

The third hypothesis shows that there is a significant relationship between organizational politics and job satisfaction in the organization. This confirms the findings of (Dubrin 2001) <sup>[14]</sup> which states that organizational politics considered as an unofficial advancement for attaining power. Similarly, it might be explained by gaining influence in ways other than via talent or good fortune. These are carried out for one's own gain. For instance, in order to gain a promotion, a sizable sum of money, other resources, or desired projects, etc. Thus, this implies that incentive such as reward being given to those who work hard will make employee happy and feel satisfied with their job.

The fourth hypothesis shows that there is a significant

relationship between supervisory support and organizational politics in the organization this confirms the findings of (Loi, Hang – Yue and Foley 2006) <sup>[29]</sup> which states that supervisory support and organizational politics are one of the important means of employees commitment this implies that employees with high perceived organization support feel indebtedness to respond favorably to the organization in the form of positive job attitudes, organizational behaviour and also support organization goals.

### Recommendations

Base on the findings of this study it is recommended that:

- Managers and decision makers should create training and treatments that can change people's attitudes of organizational Politics and improving social interchange views can promote employee loyalty to their firms and work happiness.
- The intended workplace habits and the social and economic advantages of these actions should be made obvious to the employees.
- They should be thought about the exchange relationships and investment organizations have made on them thus preparing them to put extra effort to achieve organizational goals.
- The incentive system should be improved, and possibilities for their professional development should be recognized and identified.

### Conclusion

The results of this investigation are in line with prior studies on the association between perceived organizational politics and employment outcomes, or organizational commitment. Employers are increasingly becoming aware that their most valuable resource is their workforce. Organizational politics are predicted to be a distinctive management concern and the most popular management trend in the years to come since it is assumed that employees who are unmistakably committed to the organization are less likely to leave it. At the moment, companies frequently find themselves in need of significant reform. When it comes to fostering swift adaptation to changing conditions, committed workers may be extremely beneficial assets for firms.

Along with this, it is crucial for managers to know how to discipline their staff members efficiently due to the growing issues within the bottling industry. Understanding organizational politics issues that foresee or relate to workers' commitment in such way becomes increasingly important. It is also quite insightful and fascinating to think about how employees' dedication to their jobs is increased by their perception of supervisor support.

This study's goal is to learn more about how organizational politics affect employee job satisfaction, especially in the bottling industry. It is intended that the findings will be helpful information for supervisors in this field. Additionally,

it is intended that the results will show how implementing the perceived supervisor support might raise employees' levels of commitment.

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