Mediation Role of Organizational Commitment in the Relationships of Organizational Politics and Job Involvement and Employee Performance

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Abstract

This paper aims to explore the mediating role of employee's organizational commitment in the links between organizational politics to employee job involvement and performance. Hypotheses were tested using questionnaire data obtained from the employees in public sector organizations in Pakistan. Using random sampling method 200 questionnaires was distributed and 150 were returned (75% response rate). The results of this study analysis show that organizational politics negatively effeted organizational commitment, job involvement and job performance and organizational commitment was played partially mediation between organizational politics and employee job involvement and performance as well as also job involvement was also played partial mediation role between organizational politics and job performance. The paper's findings suggest that it is important for managers to focus exclusively on to reduce the organizational politics. That will increase the creativity, job satisfaction; employee's in-role performance. Research on the effect of relative factors, such as national culture on the motives, in and reactions to, organizational politics, is desired. The contribution of this study lies in its pointing to some new directions for better explaining the relationship among organizational politics, employee job performance and employee job

commitment in the public arena.

Introduction

Various studies have argued that politics is common incidents inside the organizations which justify more interest and realistic assessment (Pfeffer, 1981; Mintezberg, 1983). The significance of organizational politics exists in the perspective of results and other consequences on work outcomes. Hypothetically proposes that organizational politics frequently hinder the usual organizational progression and development and it indemnity the individual and organizational level output and work performance.

Dorry (1993) argued that organizational politics relates the action or behavior which appear basically with in the organization as an informally and involve on purposeful action of influence which are shaped to save or increase the professional careers of individual when complex and intermingled courses of action are may exist.

Whereas organizational politics is able to job either for or not in fever of and organization and frequently supposed that it as dysfunctional for the reason that it has prospective to place mallet in the efficiency and effectiveness of organizational works (Ferris et al., 2002). Various studies have bee examine the significant relationships of organizational politics with injurious individual outcomes which including the Turnover intentions, satisfaction, stress, anxiety, commitment, and performance (Huang et al., 2003; Harris et al., 2005; Valle and Witt, 2001; and Poon, 2004).

Several studies have been conducted related organizational politics issue in Western countries but very scarcity in Asian countries (Ferris et al., 2002), and also taken mixed sample from both public, semi public and private sectors' population for examining the relationships of organizational politics with other variables.

This issue ignored in developing countries like Pakistan so this study examines the effect of organizational politics, employees' job performance and employee job involvement across various companies in Pakistan. This study achieve numerous goals that will be fulfill a considerable gap and mark significant involvement to maximized the employees' job performance and employee job involvement by having role clarity, making employees, clear role prescription, and committees responsible for their decisions and actions, and having right support from top management.

It will also play a unique character of politics in the organizations in customary system of public in Pakistan and significant implication for the improvement of employee well being and performance. The potential contribution of this study exists in the new direction which improving the employee performance and involvement by increasing their commitment level with organizations in public sector arena. Organizational politics and employees' commitment are positively related with satisfaction and employees' commitment and performance are also positively related (Salimaki & Jamsen, 2010). The objective of this study is to find the impact of organizational politics on employee's job performance, employee's job involvement and employee's commitment in public sector of Pakistan.

Literature Review
Organizational Politics

Organizations are consisted on social ground which includes a great effort for capital, income, profit, conflicts management, diversity of authority processes perform by persons individually

and collectively to attain remuneration and targets in different methods (Molm, 1997). Organizational politics is frequently presented like actions in which planned that behavior for enhancing the self interest and motivation in long term (Ferris, Fandt and Russ, 1989) and such as negates the organizational goals or interests collectively and individually. Block (1988) referred the organizational politic basically as negative process inside the organization ad mentioned that any individual in the organization said to other individual that he or she is political then that person would be consider insult himself or at best with mixed blessing. The individuals when asked to elaborate politics at workplace they listed the typically self serving activities which are controlling not perceived positively (Medison at al., 1980; and Murray and Gandz, 1980).

The various studies have been developed this conception that the organizational politics was predicted as to self serve action and behavior of employees for attaining the personal benefits, achievements and desires at the expense of other employees and often times trend to move to the interest inside the organization or task unit (Ferris and Kackmar, 1992; Dorry, 1993). This type of action and behavior was most of times related with handling and facing subversive, insult, and illicit ways of too extensively power to achieve objectives of anyone. In this study we have used an appropriate scale name perceptions of organizational politics scale (POPS) which developed by Ferris in 1989.

The perceptions of politics higher are in the eyes of organizational members but lower perception in their eyes about the level of justice, fairness and equity (Ferris and Kckmar, 1991, 1992). Rehman, Husain and Ul-Haque (2011) concluded when organizational politics was high then the performance of the employees was low in the organizations' workplace, and affected significantly the commitment of employees with the organization and also founded positive relationship between commitment and performance of the employees. They suggested organizational politics is the highly significant feature which affects the commitment of employees in the garment industries. Ferris et al. (1996) have argued that the perceived justices reveal the political climate at work place within the organization and it might be connected with many features of involvement with job. Rosen et al. (2006) have concluded that a climate of the organization in which perceived organizational politics was lower the quality of feedback and moral of the employees were higher.

The three responses have been concluded due political climate were job dissatisfaction, turnover intentions and anxiety in job within the organizations (Ferris et al. 1996). Presently many studies have founded significant relationships of perceived politic with theses responses in the organizations. A study investigated the significant relationships of perceive politics with job satisfaction, job performance, turnover intentions, work stress, organizational commitment, attitude and behavior of employee (Poon, 2006). Another study also examine the significant and negative relationships of perceived politics with organizational commitment and job satisfaction and also concluded that politics climate only negatively effected the lower standard employee but positively effected the higher standard employees (Witt, 2001).

Job Involvement

Job involvement defined as the ethics in work and constantly positive attitude with the job which develop worth of job be converted into component of self-concept (Lodhal and Kejner, 1965).

Vigoda (2000) has been founded significant and positive relationships of perceived politics with job involvement. The cases consisting on organizational politics of course appear inside

the social area of the organization (Dorry, 1993). Hence, the thinking or perceptions about fairness halting form politics internally would be fundamental speculated in one's involvement of job to facets one believes obligator for the political environment. In which may be including co-workers, supervisors and other dimensions in the organization, that yield the over all satisfactions of job. Ferris et al (1996) have been concluded significant of perceived politics with procedural justices in the organizations. The studies have identified casual relationships between organizational commitment and job involvement (Hacket et al., 2001; and Cohen, 2000). A social exchange theory introduced as an illuminating framework (Homas, 1961) and this theory later on was discussed with detail by Coon and his another companions in 1990.

Job Performance
Vigoda (2000) has found significant relationships of perceived organizational politics with job performance, employee attitude and behavior. A study has investigated the significant and negative relationships of perceive organizational politics with absenteeism, job satisfaction and turnover intentions (Ferris, Coock and Dulebohn, 1998). They have also suggested for future research to examine the relationships of organizational politics and job performance. Another study also suggested that the organizational politics significantly related with the job attitude and turnover intentions (Hochwater et al. 1997). The also have recommended that organizational politics also will be effected the employee performance. There were also founded significant relationships between turnover intentions and job performance (Bedeian, Giles, Mossholder, Norris and Field, 1988). Where as a study have been founded relationships between emotional state of employees and work outcomes (Cropanzano and Wright, 1998). Various studies have been tried to examine the correlation between job stress, job anxiety and burnout with the organizational justices which caused by the organizational politics in the organizations (Ferris et al., 1996; and Bozman et al., 1996).

Organizational Commitment
Modway et al. (2001) defined employee commitment with the organization as perception and beliefs in which a person accept the values, vision, mission, objectives and goals of the organization and work willing to achieve every tasks effectively and keep continued his/her recognition and membership in the organization. Organ (1990) has been examined significant relationships HRM outcomes with job satisfaction, organizational citizenship behavior and reduces absenteeism. Guest (2007) has been concluded employees who were much committed with organization did effort too much to achieve the organization goals and objective effectively.

William (2004) founded significant relationship of organizational commitment with job involvement and job performance in literature of UK and USA. Whitener (2001) identified the HRM best practices significantly and positively related with job performance individually and overall organizational performance. Vigoda-Gadot (2007) founded the relationship between organizational citizenship behavior and in-role performance directly and indirectly in which organizational politics affected as mediator. Al-Alawi et al. (2007) have been concluded that organizational structure, information system, trust, reward system, communication and trust, were positively associated with sharing the knowledge in the organization. Conner (2006) has determined the antecedents of perceived organizational politics which including work experiences, organizational size, professional activities and socialization. There have founded significant and negative relation ship of perceived organizational politics with organizational

commitment (Bozeman et al., 1996).

Fig.1 Study Model
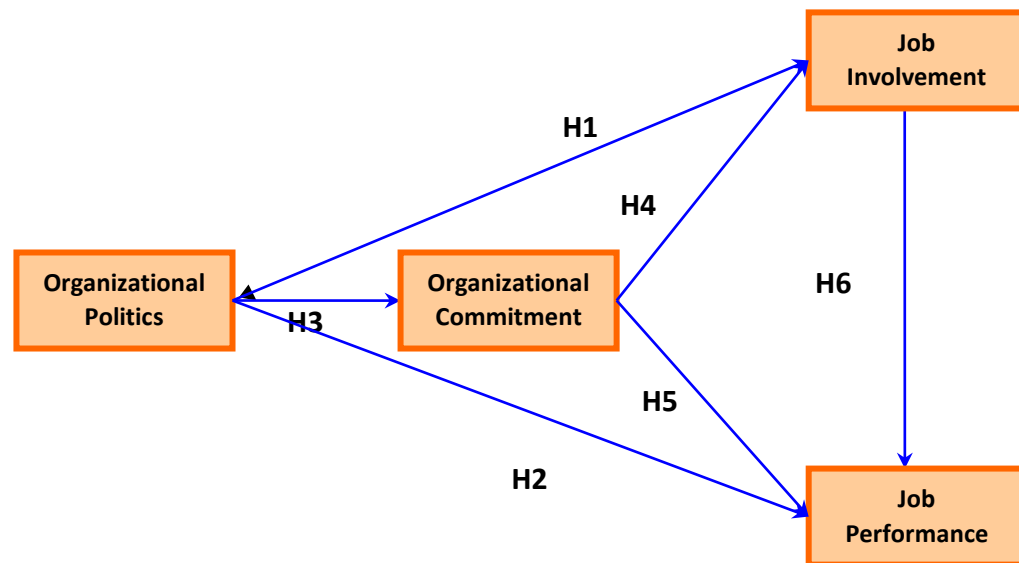
Study Hypothesis

H1:   Organizational politic is negatively related with job involvement of the employees.

H2:   The negative relationship of organizational politics with employee performance of the employees.

H3:   The organizational politics decreases the commitment level of employees.

H4:   The organizational commitment increases the involvement of the employees with job.

H5:   The organizational commitment is positively related with employee performance.

H6:   When job involvement of the employee increases performance of the employees will also

increase.

H7:   Organizational commitment plays mediation role between organizational politics and job

involvement.

H8:   Organizational commitment plays mediation role between organizational politics and job

performance.

H9:   Job Involvement plays mediation role between organizational politics and job performance.

Research Design And Methodology

Design

This study is explanatory in which try to draw a conclusion about the public sector organizations in Pakistan. The investigation of this study to check the cause and effect of the variables on each other also it is co relational study. The linear regression analysis has bee used in this to examine the relationships of organizational politics with job involvement, job performance and organizational commitment as well as also analyze the organizational commitment effect as mediator in their relationships in public sector organizations. This study actually conducted in the field in which was surveyed in the different public sector

organizations and collect the data from these organization's population in Islamabad, Pakistan. So the environment of this study is non-contrived because have no control on the allocation of treatments from the experimental unit and this is cross sectional study because it was conducted first time in that mean only one unit of time data were collected form different non government's organizations.

Method

The population is including some of the public sector organizations in Islamabad, Pakistan. Conveniences non probability sampling techniques was used for data collection from public sector organizations' employees. The 200 structured and valid questionnaires were distributed among the employees and 150 employees were responded properly so the responded rate was 75%, which was considered to be sufficient given the time certainty and geographical constraints.

Measures

Using POPS (Perceptions of organizational politics scale) was used for measuring the organizational politics, which scale consisted on three dimensions including 2 items of general political behavior dimension, 7 items of go along to get ahead dimension and 6 items of pay & promotion policies and this scale was developed by the Kackmar and Carloson in 1997. Organizational commitment was assessed with the15-item Organizational Commitment Questionnaire devised by Mowday, Steers & Porter (1979).

Job involvement was determined with a 10-item scale devised by Kanungo (1982). Employee performance was measured with Role Base Performance Scale (Mweldourne, Jonson & Erez, 1998). These all above scales were arranged in 5 point likert scale in which 1 assign for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree with the statement.

Table I
Reliabilty Test of Study Measures

Measures	Number of observations	Number of items	Cronbach's Alpha
Organizational Politics	150	13	0.87
Job Involvement	150	10	0.75
Organizational Commitment	150	15	0.83
Employee Performance	150	16	0.75

Table I depicted the reliability coefficients (Cronbach's Alpha) were computed for the items that formed each factor. The reliability coefficients for the factors: organizational politics, Job Involvement, Organizational Commitment and Employee Job Performance were 0.87, 0.75, 0.83 and 0.75respectively. As showed on the table, the Cronbach's alpha values of all items were between 0.75 to 0.87 and it greater standard value 0.7 which shows these scales is reliable to measure study variables (Nunnally, 1978).

Results and Discussions

The results of this study were analyzed by using the SPSS 15.0 software and examined the strength of relationship among the variables (correlation), variation between independent and dependent variables (regression), accepting and rejecting region of hypothesis (t values), how much affected the dependent variable when increase one unit of independent variable

(Beta) and significance level of the results (p value) for interpretation of study's hypothesis rejection and acceptance.

4.1
Table Ii
Descriptive Satistics Information

Variables	N	M	SD	SE
Organizational Politics	150	4.10	0.42	0.03
Organizational Commitment	150	2.43	0.44	0.03
Employees' Job Involvement	150	2.42	0.34	0.04
Employees' Job Performance	150	2.08	0.33	0.03

Note: *organizational politics, organizational commitment, employees' job involvement and employees' job performance rating by using the 5 point likert scale 1 to 5*

Table II shown the mean, standard deviation and standard error in mean of study's variables, in the table N denoted numbers of observations (No. of respondents), M denoted the mean, SD denoted the standard deviation and SE denoted standard error in mean that elaborated the respondents' score on scale of study's variables. The mean score of respondents on organizational politics was 4.10, standard deviation in the score was 0.42 and standard error in the mean score was 0.03, mean of organizational commitment was 2.43, standard deviation was 0.44 and standard error in the mean score was 0.03, mean score of employees' job involvement scale was 2.42, standard deviation was 0.34 and standard error in the mean score was 0.04, and mean of employees' job performance was 2.08, standard deviation was 0.33 and standard error in the mean score was 0.03.

4.2
TABLE III
Pearson's Correlations of Study Variables

Measure	Gender	Age	OP	OC	JI	JP
Gender	1					
Age	0.24**	1				
Organizational politics	0.07	0.14	1			
Organizational commitment	-0.08	-0.20*	-0.48**	1		
Employees' job involvement	-0.05	-0.03	0.68**	0.49**	1	
Employees' job performance	-0.02	-0.04	-0.68**	0.45**	0.65**	1

Note: $*p<0.05$, $**p< 0.01$ level (2-tailed) n=150

Table III shown the relationship among independent, mediate and dependent variables with each other and this relationship call *Pearson's correlation* of the variables it means to measure the strength of relationship among the variables. There were positive and significant relationships among independent variable (organizational politics); mediation variable (organizational commitment) and dependent variables (employees' job involvement and employees' job performance) of this study (table III).

The organizational politics was significantly negative correlated (r = -0.48, p < 0.001) with the organizational commitment, significantly negative correlated (r = -0.68, p < 0.001) with the employees' job involvement and also significantly negative correlated (r = -0.68, p < 0.001) with the employees' job performance (table III).

The organizational commitment was significantly positive highly correlated (r = 0.49, p < 0.001) with employees' job involvement and also significantly positive highly correlated (r = 0.45, p < 0.001) with employees' job performance. The employees' job involvement was significantly positive highly correlated (r = 0.65, p < 0.001) with employees' job performance (table III).

According to the Kenny's and Barron (1986) there should be significant correlation among all the variables for mediation analysis.

Table IV shown the hierarchical linear regression analysis of models the study variables including organizational politics, job involvement, job performance and organizational commitment of the employees.

Organizational Politics and Employee Job Involvement

Model1 shown in table IV the regression analysis of two (organizational politics and employees' job involvement) variables in which Beta value (Beta = -0.68, p < 0.001) of these two variables interpreted, if one unit increase in organizational politics then 0.68 unit decrease the involvement of employees and this was highly significant value (table IV).

Adjusted R square (0.45) explained the significant variation between organizational politics and employees' job involvement was 45% and t value (t = 11.17, p < 0.001) which shows significant true relationship between these two variables in model 1, because t value (11.17) was greater than t tabular standard value (±1.96) (table IV).

According to the Sobel, (1982) this t value (11.27) is normally distributed, that for large samples it will lead to accept the study hypothesis at p < 0.05 because it is exceeds ±1.96 which is standard normal distribution for small samples.

So this study first hypothesis (H1) is significantly confirmed that was *"There is negative relationship between organizational politics and employees' job involvement."*

Ferris et al. (1996) have argued that the perceived justices reveal the political climate at work place within the organization and it might be connected with many features of involvement with job.

Rosen et al. (2006) have concluded that a climate of the organization in which perceived organizational politics was lower the quality of feedback and moral of the employees were higher.

4.3
Table
Simple Linear Regression Model Analysis Of Study Models (Direct Relationships)

Variables	Beta	R^2	$\triangle R^2$	Sig. t value	p value	F - value
Model 1						
Organizational Politics and Employees' Job Involvement	-0.68***	0.45	-	11.17	0.000	24.90***
Model 2						
Organizational Politics and Employees' job Performance	-0.67***	0.44	-	10.97	0.000	120.37***
Model 3						
Organizational Politics and Organizational Commitment	-0.48***	0.23	-	6.73	0.000	45.28***
Model 4						
Organizational Commitment and Employees' job Involvement	0.49***	0.24	-	6.92	0.000	47.81***
Model 5						
Organizational Commitment and Employees' job Performance	0.45***	0.20	-	6.22	0.000	38.74***
Model 6						
Employees' Job Involvement and Employees' job Performance	0.64***	0.41	-	10.35	0.000	101.83***

Note: $\triangle$ *present the change in,* *p < 0.05, **p< 0.01, ***p < 0.001

Organizational Politics And Employee Job Performance
The regression analysis of two (organizational politics and employees' job performance) variables in which Beta value (Beta = -0.67, p < 0.001) of these two variables interpreted, if one unit increase in organizational politics then 0.67 unit decrease the performance of employees and this was highly significant value (table IV).
Adjusted R square (0.44) explained the significant variation between organizational politics and employees' job performance was 44% and t value (t = 10.97, p < 0.001) which shows significant true relationship between these two variables in model 2, because t value (10.97) was greater than t tabular standard value (±1.96) (table IV). So this study second hypothesis (H2) is also significantly confirmed that was *"There is negative relationship between organizational politics and employees' job performance."*
A study investigated the significant relationships of perceive politics with job satisfaction, job performance, turnover intentions, work stress, organizational commitment, attitude and behavior of employee (Poon, 2006).

Organizational Politics And Employee Organizational Commitment
The regression analysis of two (organizational politics and organizational commitment) variables in which Beta value (Beta = -0.48, p < 0.001) of these two variables interpreted, if one unit increase in organizational politics then 0.48 unit decrease the commitment of employees with organization and this was also highly significant value (table IV).

Adjusted R square (0.23) explained the significant variation between organizational politics and organizational commitment was 23% and t value (t = 6.73, p < 0.001) which shows significant true relationship between these two variables in model 3, because t value (6.73) was greater than t tabular standard value (±1.96) (table IV). So this study third hypothesis (H3) is also significantly confirmed that was *"There is negative relationship between organizational politics and organizational commitment."*
Past study have been investigated the negative relationships of perceived organizational politics with the commitment level of employees in the organizations (Bozman et al., 1996).

Organizational Commitment and Employee Job Involvement
The regression analysis of two (organizational commitment and job involvement) variables in which Beta value (Beta = 0.49, p < 0.001) of these two variables interpreted, if one unit increase in organizational commitment then 0.49 unit increase the job involvement of employees and this was also highly significant value (table IV). Adjusted R square (0.24) explained the significant variation between organizational commitment and employees' job involvement was 24% and t value (t = 6.92, p < 0.001) which shows significant true relationship between these two variables in model 4, because t value (6.92) was greater than t tabular standard value (±1.96) (table IV). So this study fourth hypothesis (H4) is also significantly confirmed that was *"There is positive relationship between organizational commitment and employees' job involvement."*
Organ (1990) has been examined significant relationships HRM outcomes with job satisfaction, organizational citizenship behavior and reduces absenteeism. Guest (2007) has been concluded employees who were much committed with organization did effort too much to achieve the organization goals and objective effectively and their involvement with job also was high.

Organizational Commitment and Employee Job Performance
The regression analysis of two (organizational commitment and job performance) variables in which Beta value (Beta = 0.45, p < 0.001) of these two variables interpreted, if one unit increase in organizational commitment then 0.45 unit increase the job performance of employees and this was also highly significant value (table IV).
Adjusted R square (0.20) explained the significant variation between organizational commitment and employees' job performance was 20% and t value (t = 6.22, p < 0.001) which shows significant true relationship between these two variables in model 5, because t value (6.22) was greater than t tabular standard value (±1.96) (table IV). So this study fourth hypothesis (H5) is also significantly confirmed that was *"There is positive relationship between organizational commitment and employees' job performance."*
Whitener (2001) identified the HRM best practices significantly and positively related with job performance individually and overall organizational performance.

Job Involvement and Job Performance
The regression analysis of two (job involvement and job performance) variables in which Beta value (Beta = 0.64, p < 0.001) of these two variables interpreted, if one unit increase in job involvement then 0.64 unit increase the job performance of employees and this was also highly significant value (table IV). Adjusted R square (0.41) explained the significant variation between job involvement and employees' job performance was 41% and t value (t = 10.35, p < 0.001) which shows significant true relationship between these two variables in model 6,

because t value (10.35) was greater than t tabular standard value (±1.96) (table IV). So this study fourth hypothesis (H6) is also significantly confirmed that was *"There is positive relationship between employees' job involvement and employees' job performance."*
William (2004) founded significant relationship of organizational commitment with job involvement and job performance in literature of UK and USA.

Mediation Analysis For Hypothesis Test
Kenny and Barron (1986) stated when three conditions are fulfilled then it is supported the full or partially mediation. In first condition, the mediator variable must be significantly {according to Sobel, (1982) t value, p < 0.05} related to the independent variable (servant leadership style) then first condition would be satisfactory meet. In second condition, Barron and Kenny (1986) described that there also must be significant relationship {according to Sobel, (1982) t value, p < 0.05} between independent variable and dependent variable directly in step 1 of hierarchical regression analysis.

In third and last condition, Barron and Kenny (1986) explained when added the mediator variable in step 2 of hierarchical regression analysis between the relationship of independent and dependent variables, the Beta value of mediator variable should be significant and Beta value of independent variable should be decrease by the step 1 in step 2 but be statistically significant [(R square change) and t value, p < 0.05 {Sobel, (1982)}], it means there would be partial significant mediation.

According to the Kenny and Barron (1986) if the Beta value of independent variable decrease in the presence of mediation variable but it will not longer significant [(R square change) and t value, p < 0.05 {Sobel, (1982)}], it means there would be full significant mediation effect of mediator variable between independent variable and dependent variable.

Indirect Relationships of Organizational Politics With Job Involvement By Organizational Commitment
 Model1 shown in table V the mediation analysis in hierarchical regression analysis of three variables (organizational politics, organizational commitment and employees' job involvement) and in hierarchical regression analysis divided into two steps.

Step 1 analyzed the hierarchical regression analysis of two (organizational politics and employees' job involvement) variables directly in which Beta value was (Beta = -0.68, p < 0.001) of these two variables interpreted, if one unit increase in organizational politics then 0.68 unit decrease the job involvement of employees and it was highly significant value of Beta (table V).

Adjusted R square (0.45) explained the significant variation between organizational politics and employees' job involvement was 45% and t value (t = 11.17, p < 0.001) which shows significant (for large samples) true relationship between these two variables in step 1 of model 1 (table V), because t value (11.17) was greater than t normally distributed standard value (±1.96) for small samples (Sobel, 1982).

So according to Barron and Kenny (1986) first condition (organizational politics significantly affect the organizational commitment) was met (see third hypothesis's results) and second condition (organizational politics directly significant related to the employees' job involvement) was also met (see first hypothesis's results) as well as third condition (organizational commitment significantly affect the employees' job involvement) was also met (see fourth hypothesis's results) so we can analyze the mediation affect of organizational commitment.

In step 2 of model 1, when added the organizational commitment as mediator, it was played significant and partial mediation role between organizational politics and employees' job involvement because when organizational commitment was added in step 2 then there was significant value of Beta (Beta = 0.22, p < 0.01) and the change in R square was 3 percent from step 1 to step 2 which was also significant.

Where as Beta value (Beta = -0.68, p < 0.001) and t value (11.17, p < 0.001) in step 1 of organizational politics was significant, and in step 2 the value of Beta (Beta = -0.57), value of t {(t = 8.51) according to the Sobel (1982), if t value (t= 8.51) was not less than the standard normally distributed value (±1.96) then organizational politics was also normally distributed and significant at p < 0.001}} and p value (p=0.000) which was less than (p < 0.05).

Results shown the direct relationship of organizational politics and job involvement was also when organizational commitment was added in step 2 of model 1 (table V) and it was proved that organizational commitment played partial (Barron and Kenny, 1986) mediation role between organizational politics and employees' job involvement in public sector organizations of Pakistan.

Hence seventh hypothesis was also supported that *"Organizational commitment plays mediation role between organizational politics and job involvement".*

Rosen et al. (2006) have concluded that a climate of the organization in which perceived organizational politics was lower the quality of feedback and moral of the employees were higher.

Indirect Relationships of Organizational Politics with Job Performance By Organizational Commitment

Model 2 shown in table V the mediation analysis in hierarchical regression analysis of three variables (organizational politics, organizational commitment and employees' job performance) and in hierarchical regression analysis divided into two steps.

Step 1 analyzed the hierarchical regression analysis of two (organizational politics and employees' job performance) variables directly in which Beta value was (Beta = -0.67, p < 0.001) of these two variables interpreted, if one unit increase in organizational politics then 0.67 unit decrease the job performance of employees and it was highly significant value of Beta (table V).

Adjusted R square (0.44) explained the significant variation between organizational politics and employees' job performance was 44% and t value (t = 10.97, p < 0.001) which shows significant (for large samples) true relationship between these two variables in step 1 of model 2 (table V), because t value (10.97) was greater than t normally distributed standard value (±1.96) for small samples (Sobel, 1982).

4.4

Table V

Regression Analysis (Indirect Relationships)

Variables	Beta	R^2	ΔR^2	Sig. t value	p value	F - Value
Mediation Analysis						
Model 1						
Step 1						
Organizational Politics and Job Involvement	-0.68***	0.45	-	11.17	0.000	124.90***
Step 2						
Organizational Politics	-0.57***	-	-	8.51	0.000	
Organizational Commitment and Employees' Job Involvement	0.22**	0.48	0.03	3.25	0.001	71.74***
Model 2						
Step 1						
Organizational Politics and Employees' Job Performance	-0.67***	0.44	-	10.97	0.000	120.37***
Step 2						
Organizational Politics	-0.59***	-	-	8.56	0.000	
Organizational Commitment and Employees' Job Performance	0.17*	0.46	0.02	3.25	0.013	65.45***
Model 3						
Step 1						
Organizational Politics and Employees' Job Performance	-0.67***	0.44	-	10.97	0.000	120.37***
Step 2						
Organizational Politics	-0.42***	-	-	5.49	0.000	
Employees' job involvement and Employees' Job Performance	0.36***	0.51	0.07	4.62	0.000	79.15***

*Note: *p < 0.05, **p< 0.01, ***p < 0.001*

According to Barron and Kenny (1986) first condition (organizational politics significantly affect the organizational commitment) was met (see third hypothesis's results) and second condition (organizational politics directly significant related to the employees' job performance) was also met (see second hypothesis's results) as well as third condition (organizational commitment significantly affect the employees' job performance) was also met (see fifth hypothesis's results) so we can analyze the mediation affect of organizational commitment. In step 2 of model 2, when added the organizational commitment as mediator, it was played significant and partial mediation role between organizational politics and employees' job performance because when organizational commitment was added in step 2 then there was significant value of Beta (Beta = 0.17, p < 0.05) and the change in R square was 2 percent from step 1 to step 2 which was also significant. Where as Beta value (Beta = -0.67, p < 0.001) and t value (10.97, p < 0.001) in step 1 of organizational politics was significant, and in step 2 the value of Beta (Beta = -0.59), value of t {(t = 8.56) according to the Sobel (1982), if t value (t= 8.51) was greater than the standard normally distributed value (±1.96) then organizational politics was also normally distributed and significant at p < 0.001}}. It

shown the direct relationship of organizational politics and job performance was also significant when organizational commitment was added in step 2 of model 1 (table V) and it was proved that organizational commitment played partial (Barron and Kenny, 1986) mediation role between organizational politics and employees' job performance. Hence eighth hypothesis was also supported that *"Organizational commitment plays mediation role between organizational politics and job performance"*.

Rehman, Husain and Ul-Haque (2011) concluded when organizational politics was high then the performance of the employees was low in the organizations' workplace, and affected significantly the commitment of employees with the organization and also founded positive relationship between commitment and performance of the employees. They suggested organizational politics is the highly significant feature which affects the commitment of employees in the garment industries.

Indirect Relationships of Organizational Politics With Job Performance By Job Involvement

Model 3 shown in table V the mediation analysis in hierarchical regression analysis of three variables (organizational politics, employees' job involvement and employees' job performance) and in hierarchical regression analysis divided into two steps. Step 1 analyzed the hierarchical regression analysis of two (organizational politics and employees' job performance) variables directly. According to Barron and Kenny (1986) first condition (organizational politics significantly affect the employees' job involvement) was met (see first hypothesis's results) and second condition (organizational politics directly significant related to the employees' job performance) was also met (see second hypothesis's results) as well as third condition (employees' job involvement significantly affect the employees' job performance) was also met (see sixth hypothesis's results) so we can analyze the mediation affect of organizational commitment. In step 2 of model 3, when added the employees' job involvement as mediator, it was played significant and partial mediation role between organizational politics and employees' job performance because when employees' job involvement was added in step 2 then there was significant value of Beta (Beta = 0.36, p < 0.001) and the change in R square was 7 percent from step 1 to step 2 which was also significant. Where as Beta value (Beta = -0.67, p < 0.001) and t value (10.97, p < 0.001) in step 1 of organizational politics was significant, and in step 2 the value of Beta (Beta = -0.42), value of t {(t = 5.49) according to the Sobel (1982), if t value (t= 5.49) was greater than the standard normally distributed value (±1.96) then organizational politics was also normally distributed and significant at p < 0.001}}. It shown the direct relationship of organizational politics and job performance was also significant when employees' job involvement was added in step 2 of model 1 (table V) and it was proved that employees' job involvement played partial (Barron and Kenny, 1986) mediation role between organizational politics and employees' job performance. Hence ninth hypothesis was also supported that *"employees' job involvement plays mediation role between organizational politics and job performance"*.

Another study also examine the significant and negative relationships of perceived politics with organizational commitment and job satisfaction and also concluded that politics climate only negatively effected the lower standard employee but positively effected the higher standard employees (Witt, 2001).

Conclusion and Implications

The results derived from this study suggested that a significant proportion of employees' of public sectors is affected by organizational politics. In addition, respondents also believed that

employees' commitment also affects their own job performance and job involvement. In other words, in a country like Pakistan, most of the employees are not completely aware about organizational politics and its influence on their job performance and involvement. Previous studies support our findings suggesting that organizational politics and employees' commitment are negatively related and that employees' commitment and performance are positively related and the negative relationship between organizational politics and job involvement (Salimaki and Jamsen, 2010; Karadal and Arasli, 2009; Chang et al., 2009; Vigod, 2000).

Based on the above findings, it can be concluded that public sector employees' of Pakistan are affected by organizational politics. This study can help the managers for increasing the performance and involvement of the employees in the organization increasing their commitment level and reducing the negative politics in the organization. It will not only enhance employees' performance and involvement but it will lead to examining the direct and indirect effect several variables with organizational commitment of employees in the public sector organizations. The organizational commitment can increase the creativity of the employees, satisfaction of the employees, employee motivation and perceived innovation of the employees. It can also decrease the turnover intentions, absenteeism, stress level and burnout etc. The top level management should emphasizes to establishing creative climate in the organizations and encourage the employees to producing creative work in the organizations ultimately its purpose to increase organizational and individual level performance and also involvement of the organizations. This findings itself provide a sound an alarm, not only for Pakistani firms, but for the firms of any developing nation.

Limitations and Future Researches

The study suffers from a number of limitations even though the findings supported by previous studies. The study utilized data from public sector firms in Pakistan and thus cannot be generalized to other countries and sectors.

This study examined only the organizational politics and employees' performances and involvement. Future studies can integrate with different moderator and mediators such as impact of interaction, position. And other variables can be studied like workplace culture, work based self-esteem on working women perception, creativity, burnout, turnover etc. Given that correlations have some causal foundation, future studies may focus on the cause and effect between interactions, position, and workplace culture.

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