WORKPLACE POLITICS AND EMPLOYEE WORK ATTITUDE OF GOVERNMENT PARASTATALS IN RIVERS STATE

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Abstract

The purpose of this study was to examine the relationship between workplace politics and employee work attitudes at Government parastatals in Rivers State. A sample size of 205 individuals was chosen. The sample selection method used was simple random sampling. The data were collected using duplicates of a standardized questionnaire and analyzed appropriately utilizing tables and simple percentages. Pearson Correlation was used to test the hypotheses. The hypotheses testing revealed a significant relationship between the dimensions and measures. There is, however, an inverse link between the dimensions and the measures. Inferring that an increase in workplace politics will result in bad views toward work. Teamwork and keeping friendly connections with coworkers must be a priority for an organisation in order to foster a professional environment and effectively erase politics from the organisation.

Key Words: Workplace Politics, Employee Work Attitude, General Political Behaviour, Pay and Promotion Policy, Affective Satisfaction, Affective Commitment.

1. Introduction

Human resource difficulties such as attracting qualified personnel, regulating a high turnover rate, paying low wages, and maintaining employee performance are unavoidably recurring in all sorts of firms. A significant factor affecting an employee's performance at work is the perception of workplace politics. Politics is a widespread occurrence in practically every institution. It is improbable to have a politics-free organisation because organisations are social entities in which employees compete for valuable resources individually and in groups, struggle for power and positions, become involved in conflicts and their resolution, and employ various persuasive tactics to obtain benefits and serve their own or individual interests (Ogwuche, 2014). Ferris and Treadway (2012) emphasized that all organisations are political to some extent, owing to the diversity of ideas and interests within the organisation. Thus, workplace politics is a significant issue confronting human resource management in both the public and private sectors today. Karen (2014) asserted that workplace politics is the pursuit of individual agendas and self-interests within an organisation regardless of their impact on the organisation's efforts to accomplish its goals or objectives, or on workplace development and sustainability. Workplace politics refers to individuals' deceptive behaviour toward the work environment for personal gain, which may conflict with group and workplace objectives and hence have an effect on the workplace's development. The issue of workplace politics can manifest itself in a variety of ways, including unqualified people in strategic positions, poor decision-making, waste of organisational resources, fraud, and a lack of sustainability. Unqualified employees may be appointed to crucial positions inside an organisation if they understand how to obtain them by deceptive behaviour. This will have a significant impact on an organisation's decision-making processes, including the efficient use of existing resources and other noneconomic considerations. A poor decision may result in fraud or misappropriation, resource waste, and retarded workplace development.

Numerous studies (Morakinyo, 2003; Laximikanth, 2007; Adeoti, 2011) have extensively discussed the issue of workers' casual attitudes, despite the fact that the phenomenon persists. The majority of these studies (Ismail and Bongogoh, 2007; Long, Perumal, and Ajagbe, 2012; Suleiman, 2013) have linked workers' poor and casual attitudes toward work to factors such as insufficient staff training, inadequate compensation, and incompatibility of leadership styles with situations, without considering the implications of hierarchies and power structures that are invariably watered-down. Others have emphasized employee well-being, motivation, and growth as a means of engendering commitment, with little or no reference to the intrinsic value derived from the combination of these factors with discipline, control, and punishment. Nwokocha (2014) observes that, in addition to the constraints imposed by dwindling skills, poor work attitudes, and corruption, the apparent politics within the Rivers State government parastatals appear to foster conflict and misunderstanding, which frequently result in feelings of alienation among staff and between staff and management. This appears to have a detrimental effect on staff productivity and hence warrants more examination. This study contributes to the corpus of knowledge on workers' careless attitudes by analyzing the impact of workplace politics on employee work attitudes in Rivers State government parastatals.

Research Objective

The objective of this work is to examine the impact of Workplace Politics on Employee Work Attitude in Government Parastatals in Rivers State, Nigeria.

Specifically, the study:

   i.   Examined the relationship between General Political Behaviour and Affective Satisfaction.
  ii.   Examined the relationship between General Political Behaviour and Affective Commitment.
 iii.   Assessed the relationship between Pay and Promotion Policy and Affective Satisfaction.
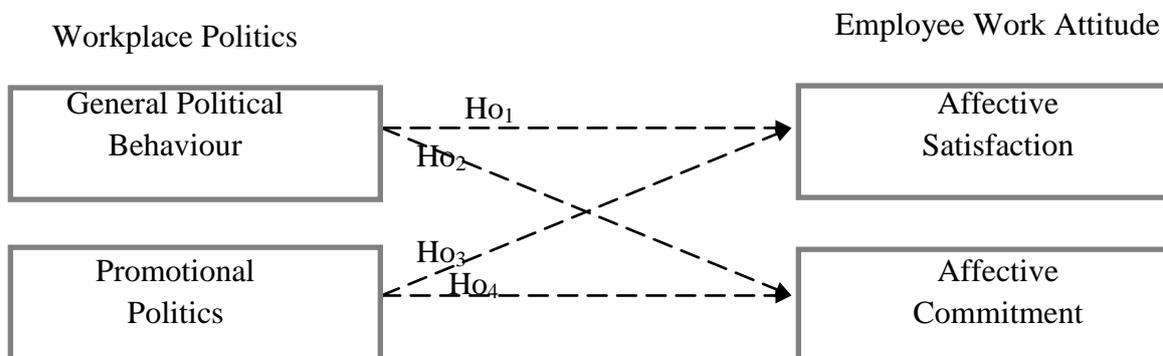 iv.   Assessed the relationship between Pay and Promotion Policy and Affective Commitment.

Hypotheses

Ho_1:   There is no significant relationship between General Political Behaviour and Affective Satisfaction.

Ho_2:   There is no significant relationship between General Political Behaviour and Affective Commitment.

Ho_3:   There is no significant relationship between Pay and Promotion Policy and Affective Satisfaction.

Ho_4:   There is no significant relationship between Pay and Promotion Policy and Affective Commitment.

Workplace Politics — Employee Work Attitude

General Political Behaviour — Ho_1 — Ho_2 — Ho_3 — Ho_4 — Promotional Politics → Affective Satisfaction / Affective Commitment

2. Literature Review
Theoretical Framework

Knowledge Based View (KBV)

The theory of justice developed by Rawls (1971) provides a theoretical foundation for the link between workplace politics and employee work attitude. Rawls' theory is founded on two distinct principles: the first requires equality in the assignment of fundamental rights and duties, while the second maintains that social and economic inequalities, such as wealth and authority disparities, are just only when they benefit everyone, particularly the most disadvantaged members of society (Tyler & Caine, 1981). Rawls's (1971) theory of justice was founded on his conviction that moral speech has an objective, rational, and cognitive foundation, and was motivated by his wish to:(a) identify and explain the broad moral principles that appear to underpin "reasonable" moral judgments in everyday life; (b) ascertain if these fundamental ideas would be accepted under reasonable conditions of objective deliberation and reflection; (c) explain that accepted "fair" standards are practicable and would result in a just, stable, and "well-ordered" social arrangement in light of extant social science facts; and(d) ascertain whether such a well-ordered ("just") society is

"congruent" with individual human well-being; that is, whether a just society would support and be supported by individuals pursuing "rational Life goals" (Redmond, 2010).

Workplace Politics

Valle and Witt (2001) described workplace politics as activities that are inconsistent with and contradictory to established workplace standards, are designed to promote personal interest, and are conducted without consideration for organisational goals. Workplace politics refers to efforts that enable employees to accomplish goals outside of the traditional channels. Nimat, Samet, and Ozgur (2016) defined workplace politics as the use of power to accomplish results that are either not approved by the workplace or organisation or that are obtained via the employment of tools that are also not approved by the organisation. Although there are numerous definitions of workplace politics, they all agree that workplace politics is a collection of social-influencing activities that occur within an organisation in order to hinder individuals from achieving short- or long-term individual gains. Mintzberg characterized workplace politics in Mustafa and Murat (2012) as informal, parochial, generally divisive, and illegitimate behaviour aimed at removing legitimate power in a variety of ways. Additionally, workplace politics is viewed as a process of social influence in which behaviour is purposefully structured to maximize self-interest. They are actions conducted outside of an organisation's formal approval process in order to persuade others to achieve one's own goals. Political behaviours include violating organisational policies, sucking up to the boss, and lobbying executive managers in order to obtain preferential treatment, such as special work assignments and/or advancement, undermining one's rival at work in order to advance personally, and failing to share valuable knowledge with other personnel. While the organisation condones these types of behaviours, they are not always strictly prohibited (Mustafa and Murat, 2012). While political behaviour in an organisation or workplace conflicts with standard operating procedures and rules, it is not outlawed or prohibited by any organisation, despite the fact that it has a significant impact on standard operating policies.

According to Gotsis and Kortezi (2011), workplace politics is defined as individuals pursuing self-interests within a corporation without regard for the influence on the organisation's ability to achieve its goals and satisfy its objectives. Workplace politics can be defined as the acquisition of power through unofficial means. Similarly, Gull and Zaidi (2012) defined workplace politics as the process of acquiring the ability to govern others through means other than talent or fortune. Political strategy and political actions such as non-availability of rules, manipulations, and decision-making based on partial information are unavoidable and ubiquitous in organisations. Employees in today's organisations can recollect their political actions. It was stated that office politics activities inevitably result in conflict within an organisation. Stress and unfavourable social interchange behaviours serve as indications for determining how employees react to poor office politics (Chang et al., 2009). Employees who become a victim of bad office politics activities will experience stress, frustration, and demotivation. This is because political behaviour comprises any acts, such as power abuse and bullying, that are not directly related to an individual's formal function in the organisation.

Employees in all firms utilize politics primarily to seek power and personal gain, which includes promotion, bonus, fringe benefits, large sums of money, and other workplace resources. It enables employees to achieve the aforementioned individual benefits without following proper procedure; it enables employees to violate the rules and methods that govern the organisation's daily operations. Workers perceive political events differently due to their various perspectives. Certain individuals, who may have been favourably influenced,

believe it is certain. Representatives' perceptions of political events profoundly influence their attitude toward work and the fulfillment they derive from completing day-to-day authoritative chores. Laborers' mentality and fulfillment are influenced by their perception of the organisation's work culture.

Employees have a unique perspective on workplace politics as a result of the impact of politics on them. While the majority of the workforce views workplace politics negatively, those who do not benefit from political activity do. Cacciattolo (2015) asserts that workplace politics should not be characterized by power manipulation and hidden goals. That is, office politics can be conducted in a way that fosters trust and promotes constructive change and adaptation to the workplace environment. An open political process within a business encourages individuals to become resolute in their pursuit of knowledge. At the group level, organisational politics foster cooperation and innovation among coworkers. Political games promote grapevine and informal organisations that act as whistle blowers, allowing for the correction of inefficient, unethical behaviour and the provision of insight into management.

General Political Behaviour

This dimension is concerned with how employees behave politically and how they get personal rewards. Political behaviours are said to be more prevalent in an atmosphere where laws and regulations are disregarded, but they can also occur in situations such as a scarcity of a valuable resource. It described an employee's self-serving strategy for achieving desired and respected outcomes (Gull and Zaidi, 2012) Political behaviour is an individualistic, contentious, and parochial approach to achieve desired outcomes. It entails the use of information as a political tool, the harassment of coworkers, the violation of rules and processes, and the establishment of inform groups in order to modify formal rules. Political behaviour continues to spread as a result of an inability to enforce laws and regulations, a scarcity of resources, and a lack of accountability in day-to-day activity.

Two fundamental reasons promote political behaviour in all organisations. These factors are divided into two categories: individual and workplace. Again, an individual's investment in the organisation and high expectation of success have an effect on the amount to which he or she may explore illegal and informal avenues of political action in order to meet expectations. According to Dubrin (2007), the organisation's pyramid structure contributes significantly to its high rate of political activity. This is because the senior management in a company possesses greater authority and may readily exert influence over subordinates in order to further his or her own interests.

Pay and Promotion Policy

This dimension explains the political behaviours that occur along the politics axis of an organisation. According to Ferris and King (1991), this dimension explains why managers prioritize those employees with whom they are familiar and who receive higher averages during performance evaluation processes, so that these preferred employees have a greater chance of receiving a salary increase and/or promotion. Additionally, employees may engage in certain political behaviours to encourage their supervisors to act in the aforementioned manners. Pay and Promotion Policy entails an organisation's political behaviour as a result of the policies it enacts (Kacmar& Carlson, 1997). Many employees will consider quitting the business if they do not believe the firm has developed and implemented suitable compensation and promotion policies. Promotion policies refer to how employees of an organisation behave politically in relation to the creation and implementation of policies.

Employee evaluation is a firm foundation for promotion policies in all organisations. Gull and Zaidi (2012) argued that the way a company conducts and behaves politically is a result of its promotion policies. Numerous supervisors have been convinced to issue performance ratings to employees who contribute to their own goal attainment. Promotions are available to employees who provide more support and demonstrate an interest in the manager's personal curiosity. This policy does not allow for equal possibilities for advancement and compensation among employees. However, providing equal opportunities for advancement based on performance or years of service enables employees to perform at their best.

Employee Work Attitude

An attitude can be defined as a positive or negative emotion or mental state of readiness that is learnt and organised via experience and exerts a specific influence on how a person responds to other people, objects, and events. Positive job attitudes contribute to the prediction of constructive behaviours, while negative job attitudes contribute to the prediction of undesired behaviours. Attitudes toward work refer to how we feel about various aspects of the work environment (Carpenter, Talya & Erdogon, 2009). The writers asserted that several factors influence one's attitude toward work, including personality, fit with one's environment, job features, psychological contract, workplace justice, work relationship, and stress. Robbins (2003) defines attitudes as evaluative comments about items, people, or events that can be either positive or negative. As a result, they reflect how an individual feels about something. Attitudes toward work are the feelings that employees have about various components of the work environment.

Attitudes about work refer to how employees feel about various aspects of their work environment (Aries & Rizqi, 2013). According to Bagozzi, the term "attitude" is frequently employed as a catch-all term for notions such as preferences, sentiments, emotions, beliefs, and expectations, as well as judgments, assessments, values, principles, opinions, and intents (Onzima,2011). In particular, the literature defines attitude toward work as the process by which an individual assigns meaning to work and various aspects associated with work, toward a person, group, situation, object, or event (Cristina, 2015), as voluntary reporting to the workplace goal and professional achievement, as the capacity to develop, direct, regulate, and maintain the effort in order to achieve the goal. There are several variables that affect one's attitude toward work, including one's personality, person-environment fit, job qualities, and psychological contract.

According to Carpeter et al. (2009), work attitude refers to our feelings about many aspects of our work environment. Additionally, Riketta (2008) emphasizes that work attitude refers to an individual's assessment of their personal interest in work-related objectives. As a result of the definition, one can deduce that work attitude is a subject's proclivity to react positively or negatively to an object in the work environment. It is indicated in this example that a person is more likely to perform a given work if he has a favourable attitude about his employment.

Affective Satisfaction

Affective satisfaction is a term that relates to the emotions or feelings that employees have about their jobs. Thus, affective happiness is contingent upon an individual's overall emotional assessment of his or her job. As such, it is concerned with whether the job elicits a good emotion and with affective measurements of job satisfaction. According to Tekell (2008), affective satisfaction encompasses both positive affect (i.e., how excited, attentive, and active an individual feels) and negative affect (the extent to which an individual

experience a general dimension of subjective distress and unpleasant engagement which may take the form of emotional states such as anger, contempt, fear, disgust, guilt and nervousness). This means that employees with a high level of negative affective satisfaction report greater physical complaints and stress, implying that they may view their lives as a succession of pressures or inconveniences regardless of what actually occurs. Additionally, employees who report high levels of positive emotional satisfaction are more energized, outgoing, and content with work and life in general, as well as more responsive to the frequency of incentives, indicating that they may gravitate toward the positive aspects of life (Yik & Russell, 2001). Employee satisfaction is defined as the measures taken by a company to meet the demands of its employees while they are at work (Macey et al, 2009). Individual employees have a tendency to adopt either positive or negative attitudes about their environment and jobs (Ellickson, 2002), and the more a person's values, wants, or personal traits are met, the higher the level of job satisfaction achieved (Abraham, 2012). Employment satisfaction is an attitude construct that reflects an individual's assessment of his or her job. While job satisfaction is believed to have both cognitive and affective components and antecedents (Ilies & Judge, 2004), its affective component has often been overlooked in favour of its cognitive component (Fisher, 2000).

Affective Commitment

Employees experience sentiments and emotions, which they exhibit in a variety of ways depending on the situation. According to Allen and Meyer (1990), affective commitment is an individual's emotional identification with a particular firm. It is an emotional tie or bond between an employee and their numerous organisations, and it is a predictor of commitment and loyalty (Rhoades, Elsenberger & Armeli, 2001). Additionally, they argued that affective devoted workers are regarded to have a feeling of identity and belonging, which increases their participation in workplace goals and want to remain with the firm. When there is a relationship or congruence between an individual's aims and values and those of the organisation, the individual develops a stronger emotional attachment to the organisation. Nonetheless, workers' personalities and ideals are a predictor of affective commitment. According to Osita-Ejikeme and Worlu (2017), once a human resource defines and is willing to achieve workplace goals, he will develop an emotional attachment. It is correlated with beneficial work-related behaviours such as citizenship, attendance, and so forth. Meyer, Stanley, Herscovitch, and Topolnysky (2002), on the other hand, noted that a variety of item types have an effect on affective commitment. They identified demographic variables (educational attainment, tenure in the workplace, and age), as well as job characteristics (skill variety, task identity, task relevance, feedback, and autonomy) as predictors of affective commitment at work. Their research discovered a positive correlation between affective commitment and interactive justice. Additionally, Kaptijn (2009) observed that personal traits had a significant beneficial effect on affective commitment. According to Gozukara and Yildirim (2015), corporate reputation has a substantial impact on affective commitment, which motivates employees to develop a strong emotional tie to the organisation. Affective commitment has been linked to beneficial work-related behaviours such as citizenship, attendance, and so on (Meyer et al., 2002). Affective commitment is influenced by dispositional characteristics such as values and personality (Allen & Meyer, 1990). Meyer et al. (2002), on the other hand, suggest a hierarchy of categories spanning from demographic variables (age, education level, marital status, gender, and tenure with the organisation) to job characteristics, structural characteristics, individual variations, and work experience. Affective commitment was found to be associated with interactional justice, transformational leadership, and workplace support in their investigation. While role ambiguity was not linked

with affective commitment, job satisfaction was a significant predictor of affective commitment, according to Meyer & Herscovtich's (2002) assertion that job satisfaction is a distinct notion from workplace commitment. Affective commitment was associated with occupational commitment and job involvement (Meyer et al., 2002).

3. Empirical Review

Vigoda (2000) observed a negative relationship between perceptions of workplace politics and job attitudes (e.g., job satisfaction and workplace commitment), a positive relationship between perceptions of workplace politics and intention to leave the organisation (exit), and a stronger positive relationship between perceptions of workplace politics and negligent behaviour (neglect). It is argued that public employees will respond to workplace politics with careless behaviour rather than by quitting. A weak negative association was discovered between employees' perceptions of workplace politics and their managers' stated performance. Beyond the variance described by job attitudes and personal characteristics, perceptions of workplace politics provided a distinctive contribution to explaining diversity among work results.

Kpakol and Okpu (2016) investigated the relationship between workers' pervasive indifference and the impotence of the majority of first-line delegate authorities or unit heads in selected public parastatals in Rivers State, Nigeria. The findings from a sample of 12 department heads and 14 supervisors indicate a substantial correlation between workers' pervasive indifference and the inability of appropriate first-line delegate authorities to take decisive measures or actions, as evidenced by the data.

Opoku and Arthur (2018) examined how employee views of workplace politics affect their commitment in Ghana's public sector. The study's findings reveal that employee perceptions of workplace politics are favourably associated with their loyalty to the Ghanaian public sector. Thus, management was advised to rethink the individual, group, and workplace variables that contribute to perceived workplace politics in order to curtail any undesirable political behaviour in the Assembly.

Akanbi and Ofoegbu (2013) investigated the effect of workplace politics perceptions on job satisfaction among university employees in Oyo Town, Nigeria. The study discovered a positive correlation between compensation and promotion policies and job satisfaction. Additionally, the results suggested that going along to get ahead and compensation and promotion policies had a direct and indirect effect on job satisfaction. Additionally, a substantial relationship existed between general political behaviour and job happiness.

4. Method

This study's population consisted of Government Parastatals in Rivers State, Nigeria. This study used a cross-sectional approach to sample the opinions of employees at selected government parastatals in Rivers state, Nigeria. To collect data from respondents, a simple random sample procedure was used. A random sample of 205 employees was drawn from Government Parastatals in Rivers State. The data were gathered using duplicates of a standardized questionnaire. All questionnaire data were analyzed statistically. The link between Workplace Politics and Employee Work Attitude was examined using Pearson correlation analysis. The Statistical Package for Social Sciences (SPSS) Version 25.0 was used to conduct the analyses.

The Correlations tables show the Pearson correlation between Workplace Politics dimensions and Employee Work Attitude measures.

Table 1: Hypothesis One

Correlations

		General Political Behaviour	Affective Satisfaction
General Political Behaviour	Pearson Correlation	1	-.339[**]
	Sig. (2-tailed)		.000
	N	205	205
Affective Satisfaction	Pearson Correlation	-.339[**]	1
	Sig. (2-tailed)	.000	
	N	205	205

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Version 25.0 Output, 2021

Ho$_1$: *There is no significant relationship between General Political Behaviour and Affective Satisfaction.*

The result of the analysis in Table 1 shows a significant level $p < 0.05$ (0.000< 0.05), this means that there is a significant interconnection between General Political Behaviour and Affective Satisfaction. A correlation value of r = -0.339shows that there is a negative relationship between General Political Behaviour and Affective Satisfaction. This entails that as one variable increases the other variable will decrease, that is, when employees perceive general political behaviour within the organisation, their affective satisfaction will reduce. Furthermore, the coefficient of determination between General Political Behaviour and Affective Satisfaction was 0.115. By implication, a unit change in General Political Behaviour will account for 11.5% total variation in Affective Satisfaction among the employees. The study therefore observes that there is a negative and significant association between General Political Behaviour and Affective Satisfaction. In light of this, the study therefore rejects the null hypothesis and accepts the alternate hypothesis that *there is a significant interrelationship between General Political Behaviour and Affective Satisfaction.* This supports the view of Vigoda, E. (2000) who observed that perception of workplace politics has a negative relationship with affective satisfaction.

Table 2: Hypothesis Two

Correlations

		General Political Behaviour	Affective Commitment
General Political Behaviour	Pearson Correlation	1	-.409[**]
	Sig. (2-tailed)		.000
	N	205	205
Affective Commitment	Pearson Correlation	-.409[**]	1
	Sig. (2-tailed)	.000	
	N	205	205

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Version 25.0 Output, 2021

Ho₂: There is no significant relationship between General Political Behaviour and Affective Commitment.

The output of the analysis in table 2, shows that there is relationship between General Political Behaviour and Affective Commitment the Pearson correlation coefficient, r is -0.409, and that this is statistically significant ($p = 0.000$), however the relationship is negative.This implies that as general political behaviour increases, employee's affective commitment decreases and vice versa. Similarly, the coefficient of determination (r^2) was 0.171. By implication, a unit change in General Political Behaviour will result in 17.1% variation in Affective Commitment. Hence, the null hypothesis is rejected and the alternate accepted and it is concluded that *there is a significant relationship between General Political Behaviour and Affective Commitment*. These results are in order because, as noted by Hu (2010) that perceptions of workplace politics have a significant negative relationship with affective commitment. However, it contradicts the works of Simmons (2009), who opined that if employees perceive management of using political tactics that benefits everyone equally, they are more likely to be seen as more purposeful.

Table 3: Hypothesis Three

Correlations

		Promotional Politics	Affective Satisfaction
Promotional Politics	Pearson Correlation	1	-.568[**]
	Sig. (2-tailed)		.000
	N	205	205
Affective Satisfaction	Pearson Correlation	-.568[**]	1
	Sig. (2-tailed)	.000	
	N	205	205

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Version 25.0 Output, 2021

Ho₃: There is no significant relationship between Pay and Promotion Policy and Affective Satisfaction.

The result of the analysis in Table 3 shows a significant level $p< 0.05$ (0.000< 0.05), this means that there is a significant interconnection between Pay and Promotion Policy and Affective Satisfaction. A correlation value of r = -0.598 shows that there is a negative relationship between Pay and Promotion Policy and Affective Satisfaction. This entails that as one variable increases the other variable will decrease, that is, when Pay and Promotion Policy increases, employee affective satisfaction will reduce. Furthermore, the coefficient of determination between Pay and Promotion Policy and Affective Satisfaction was 0.358. By implication, the result indicates that a 1% increase in pay and promotion policy will lead to about 35.8% fall in affective satisfaction. The study therefore observes that there is a positive and significant association between Pay and Promotion Policy and Affective Satisfaction. In light of this, the study therefore rejects the null hypothesis and accepts the alternate hypothesis that *there is a significant interrelationship between Pay and Promotion Policy and Affective Satisfaction*. It supports the works of Akanbi and Ofoegbu (2013), who opined that there is a negative relationship between pay and promotion policy and job satisfaction.

Table 4: Hypothesis Four

Correlations

		Promotional Politics	Affective Commitment
Promotional Politics	Pearson Correlation	1	-.315**
	Sig. (2-tailed)		.000
	N	205	205
Affective Commitment	Pearson Correlation	-.315**	1
	Sig. (2-tailed)	.000	
	N	205	205

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Version 25.0 Output, 2021

Ho_4:   There is no significant relationship between Pay and Promotion Policy and Affective Commitment.

The analysis in table 4, shows that there is relationship between Pay and Promotion Policy and Affective Commitment the Pearson correlation coefficient,*r*is -0.315, and that this is statistically significant ($p = 0.000$), but the relationship is negative. This implies that an increase in Pay and Promotion Policy will lead to a corresponding decrease in Affective Commitment. Similarly, the coefficient of determination (r^2) was 0.099. By implication, a unit change in Pay and Promotion Policy will result in 9.9% variation in Affective Commitment. Hence, the null hypothesis is rejected and the alternate accepted and it is concluded that *there is a significant relationship between Pay and Promotion Policy and Affective Commitment*. These findings partially support the submission by Chang, Rosen and Levy (2009) that workplace politics has a strong negative relationship with employee commitment.

6. Conclusion

The purpose of this study was to examine the relationship between Workplace Politics and Employee Work Attitude. It explored the relationships between general political behaviour and affective satisfaction; general political behaviour and affective commitment; pay and promotion policies and affective satisfaction; and pay and promotion policies and affective commitment. Between the dimensions and the measures, there were substantial correlations. The upshot of this finding is that employees have more favourable work attitudes when they are participating in the organisation's overall political behaviour and when the firm's pay promotion plans favour them. However, the correlations were negative. This means that increasing the dimensions results in a comparable reduction in the measurements. According to the study's findings, it is recommended that employees strive to comprehend and strategically respond to their employers' political behaviour in order to maximize their work attitude and limit the incidence of apathetic attitude. Organisations should encourage the tactics that their personnel favour. Teamwork and keeping friendly connections with coworkers must be a priority for an organisation in order to foster a professional environment and effectively erase politics from the organisation. When employees do not view their organisation as political, they have a strong sense of fairness and are driven to pursue beneficial behaviours. This paper adds to the body of information regarding the incorporation of Workplace Politics into the evaluation of Employee Work Attitude. Additional study can be conducted on the other components of Workplace Politics and on additional measures of Employee Work Attitude.

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