



The Role of Perceived Organizational Politics in Organizational Commitment and Turnover Intentions among Private Sector Teachers

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Abstract

The aim of the current study was to investigate the role of perceived organizational politics in organizational commitment and turnover intentions. The data ($N = 120$) was collected through purposive convenient sampling technique from private college teachers of Sargodha city, sample also equally comprised male teacher ($n = 75$) and female teacher ($n = 75$). Perception of Organizational Politics Scale (Kacmar & Carlson, 1997), Organizational Commitment Questionnaire (Mowday et al., 1979), and Turnover Intentions Scale (Mobley, 1977) were used to measure the constructs of present study. Correlational analysis showed that perceived organizational politics was negatively correlated with organizational commitment and its constructs (i.e. affective, continuance, and normative commitment). Correlation analysis also showed that perceived organizational politics positively correlated with turnover intentions. Simple linear regression analysis showed that perceived organizational politics was negative predictor of organizational commitment and its constructs. Simple linear regression showed that perceived organizational politics was positive predictor of turnover intentions. Simple linear regression also showed that organizational commitment was negative predictor of turnover intentions. Independent *t*-test demonstrated that females were significantly higher on perceived organizational politics and turnover intentions, results also showed that males scored higher on organizational commitment as compared to female teachers. Moderation analysis showed that there was significant effect of perceived organizational politics as a moderator in relationship between organizational commitment and turnover intentions. Limitations of the current study and suggestion for the future research have been discussed.

Keywords: Perceived Organizational Politics, Organizational Commitment, Turnover Intentions

1. Introduction

Teachers are people who help others learn; they usually work in formal environments like colleges, universities, or schools. In addition to guiding students' intellectual and personal development and imparting knowledge and skills, they frequently act as mentors and role models (Iqbal et al., 2023). To engage and educate their pupils, teachers use a variety of teaching methods and may specialize in certain areas or grade levels. Through the development of young minds and a love of learning, they play a vital part in influencing the course of history (Iqbal & Bashir, 2021).

Organizational researchers have always been interested in exploring the behaviors, attitudes and variables which hinder or facilitate the development of an organization. One such construct is organizational politics. Organizational politics is appealing construct for organization. Organizational politics sometimes increase the performance, attitudes and positive behaviors towards organization and organizational politics sometimes also decrease the performance and positive behaviors towards organization. Another construct is organizational commitment. Organizational commitment deals with employee strong desire remains in the organization and work for benefit of that organization. Present study is an empirical endeavour to examine the role of organizational politics in organizational commitment and turnover intentions among private sector teachers. This study also aimed to explore that whether organizational politics increase or decrease the magnitude of organizational commitment and turnover intentions or it's hinder. Organizational politics increase or decrease the employee attitude towards organization and also effect organizational commitment. This study also aimed at exploring relationship of organizational commitment and turnover intentions.

1.1. Perceived Organizational Politics

organizational politics is the manipulating and negative self-serving behaviors that demands the cost of global organizational or others interests. These behaviors are aimed at influencing others for the sake of personal or group interest (Nyathi, 2024). To conclude, organizational politics is the process of using tactics in organization which affect others and enhance self-interest. Andrews and Kacmar (2001) referred such behaviors as using illegal ways to bypassing the chain of command, obtain power, and pushing high level managers before promotion. Based on the later theorists (e.g. Gandz & Murray, 1980; Lewin, 1936; Porter, 1976) it was suggested that organizational politics is not an objective reality rather it is a subjective perception and therefore, it is different for every individual in the organization according to his or her perception. Thus,

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the concept of organizational politics was refined by entitling it as perceived organizational politics (Ferris, et al., 2019).

The concept of organizational politics is always reinforced by the power, influence and self-interest of employees, who have always been present in the working environment of an organization, striving to tackle the missing resources, conflicts in imperative decisions and the existence of diverging interests. groups or individuals who, as a result, have inflamed the quest for power seeking, inside or outside the boundaries of the organization (Kurchner-Hawkins & Miller, 2006). Nyathi, (2024) referred organizations as political collation where decisions are made and goals are set through bargaining process on ground of few key political constraints by reviewing organization theory. Furthermore, organization politics was interpreted as management of influence to achieve results not sanctioned by organization or attaining sectioned ends via non-sanctioned influence means (Butt et al., 2013). However, meaning of organizational politics has hidden its comprehensive elaboration without being careful (Read, 2010). Drory and Vigoda-Gadot (2010) have defined organizational politics based on three fundamental elements: first is the Self-serving concept of attainment of goals irrespective of the means employed. Second is using of informal means of influence by consideration them as political regardless of the nature of anticipated outcomes. Third and last is using means and achieving desired outcomes as per situational requirements.

1.2. Organizational Commitment

No comprehensive definition covers all disciplines of organisational commitment that yet have practiced as the concept of organizational commitment has become a major focus of a number of studies (Singh et al., 2008). There is wide variety of definitions and organizational commitment measures exist. Some researchers defined organizational commitment in three dimensions: First desire is deal with strong desire of an employee to remain a member of a particular organization; second dimension refers to willingness of an employee to exercise his/her high levels of efforts on behalf of the organization and third dimension is a define belief in and acceptability of the goals and values of the organization (Solinger et al., 2008).

Sahoo and Sia, (2015) refer organisational commitment as the psychological state that binds the individual to the organization. According to Jahangir and Shokrpour, (2009) there are three components of organizational commitment. First component is affective commitment which is emotional attachment, identification, and involvement of employees with organization and goals. Second component is continuance commitment which deals with desire to remain the part of the organization because of the employee has non-transferable investment with that organisation. Third component is normative commitment which refers to person feelings or perception of obligation to their organisation and workplace.

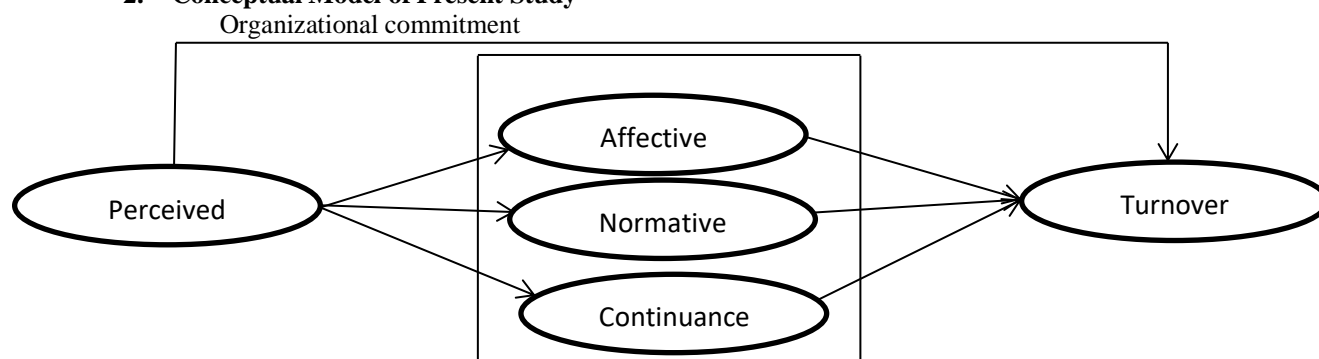
1.3. Turnover Intentions

Turnover intention is a cognitive process that is manifested by an employee when he/she desires, thinks, and plans to quit the job (Busari, 2017). It is possibility that a person quit a job (Souza-Poza & Henneberger, 2002). Turnover intentions is different from other turnover and both the constructs are measured separately and independent each other. Moreover, studies demonstrated the employees who have turnover intentions not necessarily leave the organization and the employees who had actual turnover not necessarily had turnover intentions (Henneberger & Souza-Poza, 2007).

Different theories of organizational behavior can be traced to understand this phenomenon. According to Social Exchange Theory (Blau, 1964) during social relations, individuals always reciprocate others. They pay and want to be repaid at least the same amount they have received. They abandon the relationship if they take something, they want to give something at least the same amount they received. They abandon the relationship if they do not receive what they have paid (Farmer & Fedor, 1999). Turnover process can be understood in terms of this theory. When employees begin to perceive that their inputs are not repaid according to their efforts and capabilities they want to terminate the relationship with the organization and thus develop turnover intent. Matching Theory (Mace, 1990) too provides an insight on development of turnover intentions. This theory suggests that individuals indulge in behaviors which give them reinforcement from all response alternatives. Employees struggle to achieve the jobs which match their capabilities; with pay appropriate salaries and other benefits matching to their capabilities. When they find a job, among the variety of jobs, matching to their capabilities and providing wages correlating to their skills, they stay on the job. By the passage of time, they analyse this matching and if they find the job mismatching to their capabilities and skills, they quit the job.

The aim of the present study was to investigate the role of perceived organizational politics in organizational commitment and turnover intentions among private sector teachers. The present study was aimed to explore four objectives. First objective of the study was to find out the relationship of perceived organizational politics and organizational commitment. Second objective of the study was to explore the relationship of perceived organizational politics and turnover intentions. Third objective of the study was to find out the relationship of organizational commitment and turnover intentions. Fourth and final objective of the study was to explore the gender difference with relevance to their perceived organizational politics, organizational commitment and turnover intentions. In order to meet these objectives following hypotheses were formulated which are clearly understood by conceptual model of the study as given below.

2. Conceptual Model of Present Study



3. Method

3.1. Sample

Adopting the purposive convenient sampling technique, sample of the present study comprised ($N = 150$) which was further categorised on the bases of gender i.e. males ($n = 75$) and females ($n = 75$) teachers of private college of Sargodha.

3.2. Instruments

3.2.1. Perception of Organizational Politics Scale. Perception of Organizational Politics Scale (Kacmar & Carlson, 1997) would be used to measure level of POP among teachers. It includes 15 items and 3 sub-scales i.e. General Political Behaviour (item number 1 and 2), Go along to Get Ahead (items ranging from 3 to 9), and Pay and Promotion Policies (items ranging from 8 to 15). Item number 3, 4, 10, and 11 are to be reverse scored. The items are to be responded on a 5-point Likert scale where high score indicate a higher degree of POP and vice versa. Reliability coefficients as reported by Dannaefard, et al., (2010) for the subscales are .77 for General Political Behaviour Sub-Scale, .78 for Go Along to Get Ahead sub scale and .73 for Pay and Promotion Policies.

3.2.2. Organizational Commitment Questionnaire. Organizational Commitment Questionnaire was used to measure Organizational commitment, which was developed by Mowday, Steers and Porter (1979). OCQ is consisted of nine items and response format is five point Likert scale ranging from strongly agree 1 to strongly disagree 5. This scale consists of 3 subscales; affective commitment (items from 1 to 3), continuance commitment (items from 4 to 6), and normative commitment (item from 7 to 9). This measure has demonstrated an average reliability of .88 in over 90 samples (Mathieu & Zajac, 1990). Within the study sample reliability of this scale was Cronbach's alpha of .93.

3.2.3. Turnover Intentions Scale. Turnover intention would be measured through Turnover Intention Scale (Mobley, 1977). It is compromised on 6 items which are to responded on 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly disagree) where higher degree would indicate higher level of turnover intentions. The reliability for this scale is also good as it was reported as .93.

3.3. Procedure

The formal permission for data collection from chairperson of department was sought from the university of Sargodha main campus. In order to collect the data the permission from Principals of private colleges from Sargodha was also sought. Teachers of private colleges were informed of the objectives of the study and confidentiality of their information was also assured. After briefing, demographic sheets and questionnaires were given to employees. Filled questionnaires were collected personally by researcher and the respondents were thanked for their participation and cooperation.

4. Results

Inter-variable correlation, reliability, means and standard deviations for the perceived organizational politics, meaningful work, organizational commitment and their sub-scales ensured that the scales were culturally free instrument and appropriate for Pakistani population. Separate reliabilities were computed for each sub-scale.

Table 1: Means, Standard Deviations and Alpha Reliabilities of all the variables in the study (N = 150)

| Variables | Means | SD | α | POP | OC | AC | CC | NC | TI |
|-----------|-------|------|----------|-----|-------|-------|-------|-------|-------|
| POP | 50.75 | 9.94 | .95 | -- | -.34* | -.38* | -.39* | -.35* | .39* |
| OCT | 33.11 | 8.03 | .85 | -- | -- | .92* | .96* | .98* | -.44* |
| ACT | 11.21 | 4.57 | .84 | -- | -- | -- | .80* | .81* | -.40* |
| CCT | 11.10 | 2.47 | .86 | -- | -- | -- | -- | .94* | -.37* |
| NCT | 10.89 | 3.13 | .86 | -- | -- | -- | -- | -- | -.46* |
| TI | 16.58 | 5.03 | .95 | -- | -- | -- | -- | -- | -- |

Note. POP = perceived organizational politics; OCT = organizational commitment; ACT = affective commitment; CCT = continuance commitment; NCT = normative commitment; TI = turnover intentions.

* $p < .001$

Table 1 showed that all the study scales and subscales for being used in current study, achieved satisfactory alpha level. Correlation matrix, standard deviations, means, and internal consistency index (alpha coefficient) for all the scales and sub-scales of present study can also be seen in Table 1.

Table 2: Comparison of Males and Females on perceived organizational politics, organizational commitment, turnover intentions and their Constructs (N = 150)

| Variables | Males (n = 75) | | Females (n = 75) | | t(118) | P | 95% CI | | Cohen's d |
|-----------|-------------------|------|---------------------|-------|--------|------|--------|-------|-----------|
| | M | SD | M | SD | | | LL | UL | |
| POP | 48.33 | 8.18 | 53.17 | 10.96 | -3.06 | .003 | 18.62 | 30.07 | .76 |
| OCT | 37.44 | 5.96 | 28.78 | 7.50 | 7.81 | .000 | 5.64 | 9.29 | .56 |
| ACT | 12.49 | 2.28 | 9.93 | 2.82 | 6.10 | .000 | 2.67 | 5.63 | .39 |
| CCT | 12.36 | 1.90 | 9.65 | 2.22 | 7.99 | .000 | 5.94 | 9.45 | .41 |
| NCT | 12.56 | 2.21 | 9.20 | 3.00 | 7.86 | .000 | .36 | 6.50 | .34 |
| TI | 15.40 | 4.48 | 17.76 | 5.30 | -2.94 | .004 | 11.76 | 22.11 | .78 |

Note. POP = perceived organizational politics; OCT = organizational commitment; ACT = affective commitment; CCT = continuance commitment; NCT = normative commitment; TI = turnover intentions.

Table 2 results showed the effect size and mean gender differences on perceived organizational politics, organizational commitment, turnover intentions and construct scales. The mean differences on perceived organizational politics and turnover intentions were found to be significant ($p < .01$). It implies that females were higher on perceived organizational politics and turnover intentions. Table also demonstrated that mean differences on organizational commitment and its sub-scales were found to be significant ($p < .001$), which implies that males were higher on organizational commitment than females.

Table 3: Simple Linear Regression Analysis of Perceived Organizational Politics for Organizational Commitment and its Constructs (N = 150)

| Models | OCT | | | ACT | | | CCT | | | NC T | | |
|---------------------|---------|--------------|--------|---------|--------------|--------|---------|--------------|--------|---------|--------------|---------|
| | β | ΔR^2 | F | β | ΔR^2 | F | β | ΔR^2 | F | B | ΔR^2 | F |
| Predict or variable | | | | | | | | | | | | |
| POP | -.76 | .58 | 164.74 | -.70 | .4 | 113.36 | -.72 | .51 | 124.86 | -.73 | .53 | 133.64* |
| | .76 | | * | .70 | .9 | * | .72 | | * | | | * |
| | 6 | | | 0 | | | 2 | | | | | |

Note: OCT = organizational commitment; ACT = affective commitment; CCT = continuance commitment; NCT = normative commitment; POP = perceived organizational politics.

* $p < .001$

Table 3 demonstrated regression models for OCT $\{F(1, 149) = 164.74\}$, ACT $\{F(1, 149) = 113.36\}$, CCT $\{F(1, 149) = 124.86\}$ and NCT $\{F(1, 149) = 133.64\}$. The results showed perceived organizational politics as significant negative predictor of OC ($\beta = -.76, t = 12.83, p < .001$), AC ($\beta = -.70, t = 10.64, p < .001$), CC ($\beta = -.72, t = 11.74, p < .001$) and NC showing the beta value ($\beta = -.73, t = 11.56, p < .001$).

Table 4: Simple Linear Regression Analysis Showing the Effect of Perceived Organizational Politics on the Prediction of Turnover Intentions (N = 150)

| Variable | B | ΔR^2 | F (Model) |
|-----------------------------------|-----|--------------|-----------|
| Perceived organizational Politics | .38 | .14 | 25.95* |

* $p < .001$

Table 4 shows the results of perceived organizational politics as predictor variable and turnover intentions that was found to be the significant $\{F(1, 149) = 25.95, p < .001\}$. The ΔR^2 indicates that 14% variance in the dependent variable was caused by the predictor. The results show that perceived organizational politics has significant positive effect on turnover intentions ($\beta = .38, p < .001$).

Table 5: Simple Linear Regression Analysis Showing the Effect of organizational commitment and its constructs on the Prediction of Turnover Intentions (N = 150)

| Variable | β | ΔR^2 | F (Model) |
|---------------------------|---------|--------------|-----------|
| Organizational commitment | -.44 | .19 | 35.59* |
| Affective commitment | -.40 | .16 | 28.49* |
| Continuance commitment | -.37 | .14 | 24.71* |
| Normative commitment | -.46 | .21 | 40.42* |

* $p < .001$

Table 5 showing the effect of organizational commitment and its constructs on prediction of turnover intentions. Result shows that organizational commitment and its constructs caused significant negative variance in turnover intentions. Tables 5 also explain that organizational commitment cause 19% variance in turnover intentions, affective commitment cause 16% variance in turnover intentions, continuance

commitment cause 14% variance in turnover intentions, and normative commitment cause 21% variance in turnover intentions.

Table 6: Moderating effect of Perceived Organizational Politics in Relationship of Organizational Commitment and Turnover Intentions (N = 150)

| Models | Predictor | Turnover Intention | |
|--------------------|---|--------------------|--------------------------------|
| | | ΔR^2 | β |
| Model 1 | Organizational commitment | .19 | -.44*** |
| Model 2 | Organizational commitment POP | .32 | -.42*** .37*** |
| Model 3 | Organizational commitment POP Organization commitment*POP | .42 | 1.04*** 1.54*** -1.87*** |
| Total ΔR^2 | | .93 | |

*** $p < .001$.

Table 6 demonstrates moderating effect of perceived organizational politics (POP) in relationship between organizational commitment and turnover intention. Overall model 1 was found to be significant $\{F(1, 149) = 35.60, t = -5.97, p < .001\}$. Organizational commitment contributed 19% variance in dependant variable ($\Delta R^2 = .19, \beta = -.44$). Overall model 2 was found to be significant $\{F(1, 149) = 25.60, t = 3.87, p < .001\}$. Perceived organizational politics contributed 32% variance in dependant variable ($\Delta R^2 = .32, \beta = -.37$). Overall model 3 was found to be significant $\{F(1, 149) = 22.60, t = 4.80, p < .001\}$. Interaction of organizational commitment and perceived organizational politics contributed 19% variance in dependant variable ($\Delta R^2 = .42, \beta = -1.87$).

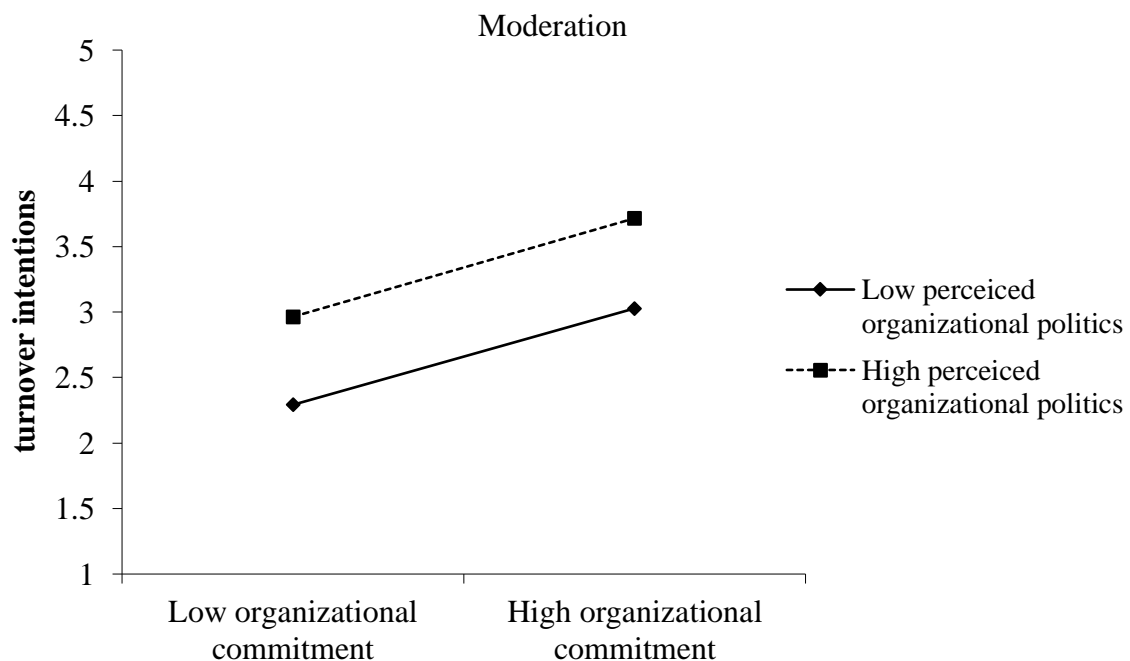


Figure 1. Moderating role of perceived organizational politics in relationship between organizational commitment and turnover intentions.

Figure 1 demonstrates the moderating role of perceived organizational politics in relationship between organizational commitment and turnover intentions. It demonstrates that when perceived organizational politics in the organization increased then organizational commitment decreased and turnover intentions also decreased.

5. Discussion

The present study was carried out to investigate the role of perceived organizational politics in organizational commitment and turnover intentions among private college's teachers. To investigate the role of perceived organizational politics in organizational commitment and turnover intentions four objectives were settled. First objective of the present study was to investigate the role of perceived organizational politics in organizational commitment. In order to meet first objective of the study four hypotheses were formulated. First hypothesis of the study was stated as perceived organizational politics would be negative predictor of organizational commitment. In order to meet first hypothesis of the study simple linear regression analysis was executed, which depicted that perceived organizational politics as a significant negative predictor of organizational commitment (see table 3). Second hypothesis of the study was stated as perceived organizational politics

would be negative predictor of affective commitment. Third hypothesis of the study was stated as perceived organizational politics would be negative predictor of continuance commitment. Fourth hypothesis of the study was stated as perceived organizational politics would be negative predictor of normative commitment. In order to meet these hypotheses and first objective of the study simple linear regression was executed which showed that perceived organizational politics was negative predictor of organizational commitment and its constructs (see table 3).

Second objective of the study was stated as there would be positive correlation between perceived organizational politics and turnover intentions. In order to meet second objective of the study simple linear regression was executed, which showed that perceived organizational politics was significant positive predictor of turnover intentions (see table 4). Third objective of the study was stated as there would be negative correlation between organizational commitment and turnover intentions. In order to meet third objective of the study simple linear regression was executed which showed that organizational commitment and its constructs as a significant negative predictor of turnover intentions (see table 5).

Fourth objective of the study was to investigate the gender differences on study variables. In order to meet fourth and final objective of the study independent sample t-test was measured. Results showed that there were significant gender differences on all the study variables. Results showed that male teachers score high on organizational commitment and its constructs (i.e. affective, continuance, and normative commitment) than female teachers (see table 2). Results also showed that female teachers scored high on perceived organizational politics and turnover intentions than male teachers (see table 2). This study also explains the moderating role of perceived organizational politics in organizational commitment and turnover intentions. Results showed that perceived organizational politics played a role as a significant moderating effect in organizational commitment and turnover intentions (see table 6).

6. Limitations and Suggestions

The questionnaires were self-reported and teachers completed by themselves which may bias in single source bias. The data was also collected from Sargodha city colleges which were also limitation of the study. Also sample was consisted only on private sector teachers which were also limitation of the study. For the future research it is suggested that researcher should collect data from different cities of the Pakistan and also from government sector teachers.

7. Implications

The present study can be helpful for future researchers and academicians for better understanding of role of perceived organizational politics in organizational commitment and turnover intentions. It can also be used for teachers to overcome the organizational politics so that they enhance organizational commitment of their employees and minimize the turnover intentions.

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