JOB RELATED TENSION AND GENARAL POLITICAL BEHAVIOUR AS CORRELATES OF ORGANIZATIONAL COMMITMENT

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ABSTRACT
The study investigated influence of job related tension and organizational politics on organizational commitment among staff of Benue State University, Makurdi. A cross-sectional design was used for data collection in the study. Two hundred participants comprising of 122(61.0%) males and 78(39.0%) females were drawn from various faculties and departments using convenient sampling. Data were collected using Job Related Tension Scale (JRTS), Organizational Politics Scale (OPS) and Organizational Commitment Scale (OCS). The data collected was analyzed using simple and multiple regression, mean and standard deviation. The results revealed a significant influence of job related tension on organizational commitment among staff of Benue State University, Makurdi and a significant influence of organizational politics on organizational commitment. Furthermore, the result showed a joint influence of job related tension and organizational politics on organizational commitment. It was concluded that, job related tension and organizational politics both have a significant impact on organizational commitment. It was therefore recommended, private organizations should imbibe the habit of creating favorable organizational politics that will encourage organizational commitment of their staff. Organizations, be it private or public should always have good welfare package for its staff to compensate the tension and stress experience by their employees to promote organizational commitment. Organizations, be it private or public should always create a frame work of organizational political behavior that will enhance employee commitment.

Keywords: Job-Related Tension, Organizational Politics and Organizational Commitment

Introduction
One of the most important motivational issues in any organization is organizational commitment, since having committed human resources can promote organizational performance (Chelladurai, 2009). The most common way of dealing with organizational commitment is to take it into account as a kind of emotional attachment to the organization or as a sense of loyalty to the organization (Ansari, Ahmadi & Zabih, 2010). Organizational commitment refers to employee's loyalty to the organization; recognition of the organization's tenets; satisfaction with the organization and complying with organizational objectives, and involvement in the organization's activities. An example of this commitment is personal endeavors carried out by employees for the benefit of the organization (Norizan, 2012).

The imperativeness of staff (employees) in any organizations cannot be undermined. Even where there are more operating machines than human beings, the fact remains that human beings are needed to operate the machines and to direct the affairs of such organizations (Adeyinka, 2007). Due to the importance of employees in organizations, their commitment may go a long way in determining how well organizations achieve their set goals and objectives. As a result, it will be pertinent for organizations to pay attention to the wellbeing and satisfaction of their employees in order to increase their (employees) organizational commitment. It therefore follows, that a responsible organization will strive to provide enabling work environment and make sure that the organizational framework gives shape, support and satisfaction to its employees that will enhance employee's organizational commitment (Adeyinka, 2007).

Previous research into organizational commitment indicated that there has been a groundswell of research on factors affecting employees' commitment. Some of these factors include job related tension and fairness in organizations (Mase & Aondoaver, 2014) On the other hand, attention to physical and mental

health of employees in an organization is an important issue and is affected by working environment to a great extent. One of the factors influencing physical and mental health of employees is the job related tension and organization environment. Job related tension can have a great impact on organizational commitment and consequently, on organizational performance and success. Hence, for achieving the organizational goals, job related tension should be managed to lower its adverse effects on employees' commitment and their performance. The ability of an organization to drive the spirit of commitment from its employees depends on how well such organization is able to manage and reduce job related tension. Job related tension here refers to feelings of stress, discomfort, uncertainty and tension arising from role conflict and role ambiguity. Research has indicated that job related tension has a negative influence on job involvement (Mase & Aondoaver, 2014).

Job related tension is known as accumulation of stress factors and job-related stressful conditions. In other words, job-related tension is a type of stress that a certain individual experiences in a certain job (Azadmarzabadi & Tarkhorani, 2008). Tension is an inevitable part of life which depends on mental pressure and Individual's quality of adaptation to stressful situations that may lead to illness or inversely to a positive experience. Unlike other harmful factors of working environment, psychological factors, including job related tension, are not specific to a particular job and exist in various forms and degrees in all jobs. Giving a person a job which is not compatible with his or her abilities and knowledge or any change in individual's duties can cause tension. There are many things that create job related tension, like job content (worthless tasks) work load, working times, partaking and control (lack of partaking in decision-making, lack of control over work processes, work life conflict, lack of upkeep for domestic problems at work, lack of sustenance for work glitches at home, lack of organizational rules and policies to support work - life balance), lack of career development opportunities, unsupportive supervision, poor relationships with colleagues. In short, it is what we feel when we think we have lost control over the event (Misbah, Muhammad, Muhammad, Muhammad & Zubair, 2016). Generally, job related tension is related to working environment and its associated factors. Apart from job related tension, general political behavior and pay/promotion which are dimensions of organizational politics play a significant role towards organizational commitment.

General political behavior is a kind of organizational behaviors that is unnecessary to be performed formally, but is applied by an individual or group for gaining power in the organization. Political behaviors are narrow-minded and illegal behaviors which are not allowed by the organization's official authority. They are included negligence, neglecting duty, work aversion, escalating of commitment, protracting works and duties, over conforming, passing the buck, shifting the blame on others, avoiding change, playing dumb, playing safe, buffing, Justifying, scape-goating, being pedantic, and distortion, filtration, misrepresenting, destroying of information and insisting on the past wrong decisions and mistakes (Dargahi, 2013). In other words, political behavior refers to a set of employees' activities influencing work environment in order to achieve personal interest and informal groups' goals in the organization (Hadavinejad, 2009). The results of some previous studies indicate that tendency to political behavior in organizations reduces employees' organizational commitment, lay off, work aversion, and avoiding effective communication, have negative impact on their performance (Rahman Seresht, & Fayazi, 2009). In addition, the direct impact of employees' perceptions from the political environment can be effective in their degree of commitment aversion (Rahimnia & Hasanzadeh, 2010). Also, Ferris (2009) believe that political climate in the organization can increase work constraint, and reduce job satisfaction and organizational commitment behavior.

Pay/promotion is another dimension of organizational politics that impact organizational commitment. Ferris and King (2011) stated that this dimension explains why managers tend to prioritize those employees with whom they are closest and to whom they give higher averages during performance evaluation processes, so that these favored employees enjoy better prospects of a salary increase and/or promotion. Moreover, employees may adopt certain political behaviors in order to encourage their managers to behave in the above-mentioned ways. Pay/promotion as a dimension of organizational politics affects commitment to the organization in negative ways.Vigoda, (2009) stated that an environment, which is perceived as a political organization, will cause unfair situations that can be easily realized by employees.One of the most important negative characteristics of organizational politics is about intentions to leave. Cropanzano (2009) Suggested that employees may be inclined to leave their organization, in both

physical and psychological terms, if they regard it as a structure in which only the demands of strong members are accepted.

In academic organizations such as universities, attention to the human resources is of great significance. An important part of these resources are academic staff of Benue state university, who are often ignored and marginalized in the academic systems (Adeyinka, 2007). Emphasis on efficient human resources in the field of academics, and attention to the academic staff services, which are responsible for almost half of the university cost, is increasing. Considering the aforementioned variables (organizational commitment, job related tension, general political behavior and pay/promotion policy) as four important factors for success of individuals and organizations, this study address the influence of job related tension and general political behavior on organizational commitment among Benue State University Staff Makurdi.

Statement of the Problem

Organizational commitment is very imperative both in private and public organizations including the university system as it serves as a great yardstick for the enhancement of employee performance and commitment to the goals of the organization. The organizations that are characterized with job related tension need to explore measures such as general political behavior and pay/promotion policy dimensions of organizational politics that will help employees manage and reduce such job tension hence encouraging the spirit of organizational commitment. But will this be the same case in the university setting? Where university staff are faced with a lot of job related tension such as students pressure, threats from students, admission pressure, work and family balance. How can all these job related tension impact the commitment of university staff to the university organization? All the above questions need answers which is the reasons for this research. Apart from the above questions, most research concerning job related tension and organizational commitment has been focused on private organization without considering the role of general political behavior and pay/promotion dimensions of organizational politics which makes it necessary to carry out this study among staff of Benue state University.

Purpose of the Study

The purpose of the study was to investigate the influence of job related tension and general political behavior on organizational commitment among Benue State University Staff Makurdi. Therefore the study aim at determining (1) To examine the influence of job related tension on organizational commitment among staff of Benue State University Makurdi. (2) To investigate the influence general political behavior on organizational commitment among staff of Benue state University Makurdi. (3) To determine the joint influence of job related tension and general political behavior on organizational commitment among staff of Benue State University Makurdi. Hypotheses were tested based on the three specific purpose of the study.

Method
Research Design

This study used a cross-sectional survey design. A cross-sectional survey design is one among the survey research methods that involves using different groups of people who differ in the variable of interest but share other characteristics, such as socioeconomic status, educational background and ethnicity. It is a cross-sectional design because the study groups were only employees of organizations who differ in their socioeconomic status, educational background and ethnicity.

Setting

This research was conducted in Benue State University Makurdi. Benue State University is a state-owned university located in Makurdi the state capital of Benue State, Nigeria. Benue State University was established by the Benue State Government with the enactment of the Benue State University Edict No. 1 of 1991. Benue State University was founded in 1992as a non-profit public higher education institution located in the large town of Makurdi, Benue. Benue State University was officially accredited and/or recognized by the National Universities Commission, Nigeria. The University took off in the 1992/93 academic year with four faculties, namely:Arts,Education, Science, and Social Sciences. And, in 1993/94 academic year, Two

Faculties came on stream:Law, andManagement Sciences .A post graduate school took off in the 1998/1999 academic year.The College of Health Sciences was established in the 2003/2004 academic session.The University took off during the tenure of Late Rev. Fr. Moses Orshio Adasu as Executive Governor of Benue State and became the first Visitor of the University.

Participants

The sample for the study comprised of 200 participants who were staff of Benue State University Makurdi. This comprised of academic and non-academic staff of the University. Out of the total participants, 122 (61.0%) were male and 78 (39.0%) were female, also 148(74.0%) participants were married, 33(16.5%) were single, 10(5.0%) were separated and 9(4.5%) widowed. 194 (97.0%) were Christians, 5(2.7%) and 6(3.0%) were Muslim respectively. Furthermore, 116(58.0%) were Tiv, 64(32.0%) Idoma and 20(10.0%) were other tribes. Also, 128(64.0%) were academic staff and 72(36.0%) non-academic staff. Finally, 98(49.0%) were senior staff and 102 (51.0%) junior staff.

Sampling

A convenient sampling technique (non –probability sampling method) was used for the selection of the 200 participants who were staff of Benue State University, Makurdi. This sampling technique was used because of the convenient accessibility of the participants required for the study by the researcher.

Instruments

The three instruments used for data collection are:

Job-Related Tension Scale: This scale was developed by Lau and Tan in 2005 to measure the stress of employees on their job. It has 15 items and measure on a five point-likert scale from 1 strongly disagree to 5 strongly agree. The index score is determined by adding the response; higher scores indicate higher perceived occupational stress. It has a cronbach alpha reliability of 0.86 and internal consistency reliability of 0.88 with validity above .65 respectively.

Organizational Commitment Scale: This scale was developed by Natalie and John in 1990 to measure how people may feel about their organization. It has 24 items divided in to affective commitment, continuance commitment and normative commitment and measure on a seven point-likert scale from 1 strongly disagree to 7 strongly agree. The index score is determined by a reverse-score item. Cronbach'salpha coefficient of the scale on internalreliability of organizational commitment (0.81), affectivecommitment (0.85), continuance commitment (0.83) and normative commitment (0.79).

Organizational Political Scale: The scale was developed by Kacmar and Carlson (1997). The instrument contains 15 items. Items for each OP's component are as follows: GPB (two items); GATGA (seven items); and PPP (six items). The items of this scale are measured using five-point Likert scale (with l = strongly disagree to 5 = strongly agree). Internal reliability of the scale is .87.

Procedure

A total number of 200 questionnaires were printed and administered to participants who were staff of Benue State University Makurdi by the researcher. The questionnaires were shared to the participants at their various offices after they were given the informed consent forms to assure them of confidentiality. The researcher shared the questionnaires at first and second campus of the university. Out of the total number of 200 participants involved in the study, 87 participants were university staff from first campus and 123 participants were from second campus. The questionnaires were administered to the University staff at their various faculties and departments. Most of the participants asked the researcher to explain little about her topic before they agreed to answer the questionnaires. In all the participants understood what they were supposed to do and attended to the researcher with much respect.

Result

Hypothesis one stated that there will be significant influence of job related tension on organizational commitment among staff of Benue State University Makurdi. This hypothesis was tested using simple linear regression and the result is presented in table 1:

Table 1: Summary of linear regression showing influence of job related tension on organizational commitment among staff of BSU.

Variables	R	R^2	F	β	t	p
Constant	.177	.031	6.403		6.328	.000
Job related Tension.				.177	2.530	.000

Findings in table 1 indicated that there is a significant influence of job related tension on organizational commitment among staff of BSU [F (1,198) = 6.403, p<.05.   The result further showed that job related tension accounted for 31% of the total variance observed in organizational commitment of staff of BSU. With this result, hypothesis one was accepted.

Hypothesis two stated that there will be significant influence of organizational politics on organizational commitment among staff of Benue State University Makurdi. This hypothesis was tested using simple linear regression and the result is presented in table 2:

Table 1: Summary of linear regression showing influence of organizational politics on organizational commitment among staff of BSU.

Variables	R	R^2	F	β	t	p
Constant	.226	.051	3.392		18.416	.019
Political Behavior				.230	31.183	.002
Go ahead to get along				-.010	-.132	.895
Pay and promotion policy				-.07	-.349	.728

The result in table 2 indicated that there is a significant influence of organizational politics on organizational commitment among staff of BSU [F (3,192) = 3.392, p<.05.   The result further showed that only political behavior (β = .230,p<.05)contributed significantly to the observed variance in organizational commitment among of staff of BSU. Based on this finding, hypothesis two was confirmed.

Hypothesis three stated that there will be significant joint influence of job related tension and organizational politics organizational commitment among staff of Benue State University Makurdi. This hypothesis was tested using multiple linear regression and the result is presented in table 3:

Table 1: Summary of multiple regression showing influence of job related tension and organizational politics on organizational commitment among staff of BSU.

Variables	R	R^2	F	β	t	p
Constant	.700	.490	91.352		1.453	.000
Job related Tension.				.065	1.242	.216
Organizational Politics				.688	13.144	.000

The result in table 3 indicated that there is a significant joint influence of job related tensionand organizational politics on organizational commitment among staff of BSU [F (2, 1992) = 91.352, p<.001. The result further showed that 49% of the total variance observed in organizational commitment of staff of BSU is been explained by the joint influence of job related tension and organizational politics. With this result, hypothesis three was accepted.

Discussion

The study investigatedthe influence job related tension and general political behavior on organizational commitment among Benue State University Staff Makurdi.

The first hypothesis stated thatjob related tension will significantly influenceorganizational commitment among Benue State University Staff Makurdi.. This hypothesis was tested using linear regression andthe result showed a significant influence of job related tensionon organizational commitment among Benue State University Staff Makurdi. This implies that, the tension experience by the staff of Benue State University will determine how commited they may be to the University. This finding is in line with Khatibi, Asadi and Hamidi (2009) who investigated the relationship between job stress and organizational commitment in National Olympic and Paralympic Academy (NOPA) employees and found out that job related stress had a strong correlation with organizational commitment. Also the study finding agrees withSneha and Shailaja (2013) who examined a comparative study of the organizational commitment and occupational stress levels of employees of virtual team and traditional teams and found out that organizational commitment was highly influence by occupational stress levels of employees.

The second hypothesis stated organizational politics will significantly influenceorganizational commitment among Benue State University Staff Makurdi.. This hypothesis was tested using linear regression andthe result showed a significant influence of organizational politicson organizational commitment among Benue State University Staff Makurdi. This implies that, the political behavior exhibited by the University authority will impact how commitment the staff may be to the University. This finding is in line with Sarminah and Shahrul (2011) who examined the relationship between political behavior and organizational commitment and found out that the political behavior of the organization had significantly correlated with the political behavior of the organization. The study also determined the influence of organizational politics on job performance. Also the result of the study agrees withShamaila and Ayila (2012) who examined the effect of General political behavior on employees' organizational commitment in the health sector of Lahore Pakistan.Research determined the relation, associationandimpact of organizational politics and its general political behavior dimensions on employees' organizational commitment and found that the level of organizational commitment of employees is determined by the general political behavior exhibited by the organization.

The third hypothesis stated job related tension and organizational politics will have a joint significant influenceorganizational commitment among Benue State University Staff Makurdi.. This hypothesis was tested using linear regression andthe result showed a significant joint influence of job related tension and organizational politicson organizational commitment among Benue State University Staff Makurdi. This implies that, the tension on the job and political behavior exhibited by the University authority will impact how commitment the staff may be to the University. This finding is in line with Russell, John, Alicia and Paul (1997) who reportedtwo studies that investigated the consequences of organizational politics, job related tension and organizational commitment on two separate samples of employees. Study 1 survey 69 full-time employees, while Study 2's sample includes 185 part-time workers and found out that the three variables independently had a strong relationship with each other. The result of the study also agrees withEran (2000) who investigated therelationship between perception of organizational politics, job related tension, and organizational commitment among 303 public sector employees in Israel and found out that the three variables were positively correlated.

Conclusion

Based on the findings, it is concluded that, job related tension and organizational politics has a strong influence on organizational commitment. So when organizations have favorable welfare management or package for their staff to cope with the job tension and organizational politics that enhances fairness, then employees are more committed to the organization.

Recommendations

i. Private organizations should imbibe the habit of creating favorable organizational politics that will encourage organizational commitment of their staff.

    ii.   Organizations, be it private or public should always have good welfare package for its staff to compensate the tension and stress experience by their employees to promote organizational commitment

    iii.   Organizations, be it private or public should always create a frame work of organizational political behavior that will enhance employee commitment.

Implications of the Study

    Based on the research findings it implies that;

    i.   Organizational political behavior has a significant role to play in increasing employee organizational commitment and should always be considered as a key player in organizational commitment.

    ii.   Job related tension also cannot be ruled out when encouraging employee commitment as package fairness that commensurate with their stress will encourage their commitment

    iii.   Both organizational political behavior and job related tension should always be considered as factors in enhancing employee organizational commitment.

Suggestions for further Study

    i.   More areas should be covered in carrying out further research on the influence of job related tension and organizational political behavior so that it can be generalized.

    ii.   Also other factors such as promotion, salary and welfare should be considered as factors influencing employee organizational commitment in further research.

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