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Examining the Impact of Organizational Politics on Employee Commitment: The Moderating Role of Political Skills among Public Sector Employees in Sri Lanka.

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This study assesses the importance of organizational politics in shaping employee commitment, emphasizing the complex interactions between perceived politics and individual characteristics. Specifically, we examined the moderating role of political skills in the relationship between perceived politics and employee commitment. The specific impact of political skills on employee commitment related to organizational politics is an unexplored area, particularly in Sri Lanka. Therefore, this research aims to bridge this gap by not only examining the negative relationship between organizational politics and employee commitment but also clarifying the moderating effect of political skills. The present study focuses on public sector employees in Sri Lanka. Out of 400 questionnaires distributed, a total of 211 questionnaires were returned and usable. We used a convenience sampling method to capture the complexity of this relationship. The study revealed a significant negative relationship between perceived politics and employee commitment. Furthermore, our findings highlight the significant role of political abilities as a moderator, demonstrating how individuals' confidence in their abilities moderates the effects of perceived politics on commitment. Therefore, political skills positively moderate the relationship between organizational politics and employee commitment. Our study underscores the importance of organizations recognizing and mitigating the adverse effects of organizational politics on employee commitment. Additionally, it emphasizes the importance of considering individual characteristics such as political skills to effectively understand and manage workplace dynamics. This research contributes to both theoretical advances and practical implications for organizational management and human resource practices.

Keywords: *Employee Commitment, Organizational Politics, Political Skills, Public Sector Employees, Sri Lanka.*

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Introduction

In the fast-paced and constantly changing modern business environment, cultivating a dedicated workforce is increasingly essential for achieving organizational success and long-term viability (Judijanto, 2023). Employee commitment refers to how devoted employees are to their organization's goals and values, and how much effort they're willing to put in (Barinua et al., 2022). It includes their emotional connection, loyalty, and feeling of belonging (Alagan & Shanker, 2022). Meyer and Allen's Three-Component Model breaks it down into three parts: Affective Commitment: This is about how emotionally attached, identified, and involved employees are with the organization. Continuance Commitment: This refers to how employees perceive the costs of leaving the organization. Normative Commitment: This relates to employees feeling obligated to stay with the organization (Meyer & Allen, 1991). An employee's commitment to their organization refers to their dedication, loyalty, and emotional connection to the company (Farrukh et al., 2020). Committed employees are persistent and willing to put in the effort to help the organization succeed (Murray et al., 2021). Research by Meyer and Allen (1991) has shown that low commitment can lead to decreased employee engagement, higher turnover rates, and poorer job performance.

Employee commitment, a crucial aspect of organizational success, has been shown to decline due to several factors (Mahmood Aziz et al., 2021). These factors include perceptions of inadequate managerial support, unclear career advancement opportunities, a lack of recognition for employee achievements, and a breakdown in trust in organizational leadership. This decline in commitment has become a focal point for research, with scholars aiming to identify the underlying reasons behind this phenomenon (Mowday et al., 1982). Low employee commitment is multifaceted and can stem from leadership issues, lack of growth opportunities, poor work environment, inadequate compensation, job insecurity, work-life imbalance, poor communication, and lack of recognition (Abebe & Assemie, 2023).

While research on commitment has proliferated in recent years, there remains a noticeable dearth of empirical studies, particularly in the context of Sri Lanka. Existing literature highlights the significance of antecedents, with organizational politics emerging as a notable factor influencing commitment levels. However, empirical investigations into the relationship between organizational politics and commitment, especially in Sri Lanka, are sparse. Political skills in the workplace, encompassing social astuteness, interpersonal influence, networking ability, and apparent sincerity, have been identified as a significant antecedent to employee commitment (Brouer et al., 2015). Employees who possess high political skills are adept at navigating complex organizational dynamics, building strong relationships, and effectively influencing others, which enhances their ability to achieve personal and organizational goals (Block, 2016). Empirical evidence suggests that politically skilled individuals experience higher job satisfaction, better job performance, and increased commitment to their organization. For instance, Ferris et al. (2007) found that political skills positively correlate with affective commitment, as employees with these skills can foster a supportive work environment and secure critical resources, thereby reinforcing their emotional attachment to the organization. Furthermore, politically skilled employees are more likely to perceive their work environment as fair and supportive, which further strengthens their commitment (Block, 2016). This research underscores the importance of political skills as a valuable asset for fostering a committed workforce.

A critical gap exists in the current understanding of how political skills influence employee commitment within the Sri Lankan context. COR Theory offers a valuable framework for exploring this relationship, but there is a dearth of empirical research examining this specific dynamic within Sri Lankan workplaces. While studies elsewhere (Cropanzano & Mitchell, 2005) have demonstrated the link between political skill and commitment through a social exchange lens, the cultural and institutional specificities of Sri Lanka necessitate dedicated research to understand

how these factors interact in this unique context. Understanding these dynamics is crucial for developing effective organizational practices that foster employee commitment in Sri Lanka. By investigating the relationship between political skills, social exchange, and employee commitment in Sri Lanka, this research has the potential to contribute valuable insights that can inform human resource practices and ultimately lead to a more positive and productive work environment for Sri Lankan employees.

Research suggests that political skill, the ability to navigate and influence workplace dynamics, is a key factor influencing employee commitment (Cropanzano & Mitchell, 2005). Political skill can shape how employees perceive organizational politics, but more importantly, it impacts the social exchange process within the organization (Blau, 1964). Social exchange theory posits that relationships are built on a mutual exchange of benefits and costs (Cropanzano & Mitchell, 2005). Politically skilled individuals are adept at understanding what others value and strategically offering those things in exchange for desired outcomes such as support or recognition which can ultimately lead to increased commitment (Kipnis, 1976). Despite this theoretical link, there is still a lack of empirical research directly examining the connection between political skills and commitment within the social exchange framework.

This article aims to address this empirical gap by examining the interplay between perceived organizational politics, political skills, and employee commitment in Sri Lanka. Specifically, it seeks to elucidate the moderating role of political skills in the relationship between perceived organizational politics and employee commitment. By shedding light on these dynamics, this research provides valuable insights for scholars and practitioners aiming to foster a more committed workforce in Sri Lankan organizations.

Therefore, this study contributes to the Conservation of Resources (COR) theory; by analyzing the impact of political skills on the relationship between employee

commitment and perceived organizational politics. The study also explains the moderating effect of political skills in the relationship between employee commitment and perceived organizational politics.

Findings from studies conducted in other countries may not be directly applicable to Sri Lanka due to cultural and institutional differences (Hofstede, 2001; House et al., 2004). This research can help identify how best to leverage political skills within the Sri Lankan workplace context to enhance social exchange and ultimately, employee commitment. Increased commitment can lead to a more engaged and productive workforce, benefiting both employees and organizations.

The specific moderating role of political skills on employee commitment in relation to organizational politics is an under-explored area, especially in Sri Lanka. Therefore, this research aims to bridge this gap by not only examining the negative relationship between perceived organizational politics and employee commitment but also elucidating the moderating effect of political skills, thereby providing a nuanced understanding of the dynamics at play in organizational politics and offering practical strategies for fostering a more positive work environment conducive to employee commitment and organizational success.

Problem Statement

In contemporary organizational settings, the negative impact of perceived organizational politics on employee commitment has become a significant concern due to its detrimental effects on employee morale, retention, and overall organizational performance. Research shows that perceived organizational politics often leads to reduced job satisfaction, increased turnover intentions, and lower organizational citizenship behaviors, ultimately resulting in diminished employee commitment (Byrne, 2005). Specifically, in the Sri Lankan public sector, where political influences are more prevalent, low employee commitment has emerged as a pressing issue.

While existing studies, such as those by Wanigasinghe et al. (2017), have explored the positive relationship between political skills and professional commitment in the Sri Lankan context, there remains a notable gap in research regarding the moderating role of political skills in mitigating the negative effects of perceived organizational politics on employee commitment. Moreover, research from other countries, including Kapoutsis et al. (2015) in Greece, Chen et al. (2013) in China, and Nurhayatia et al. (2017) in Indonesia, has suggested that political skills may act as a buffer against the harmful effects of organizational politics on employee commitment.

Despite these international findings, the specific moderating role of political skills in Sri Lanka remains underexplored. Addressing this gap is crucial, as evidence suggests that employees with high political skills may experience a less severe negative association between perceived organizational politics and their commitment to the organization. Therefore, understanding how political skills can moderate this relationship in the Sri Lankan public sector is essential to improving employee commitment, which is currently low and presents a critical challenge for the sector.

This study aims to investigate how political skills moderate the relationship between perceived organizational politics and employee commitment in the Sri Lankan public sector, providing both theoretical and practical insights into addressing this issue.

Theoretical Background and Hypotheses Development

Employee Commitment

Highly committed employees identify with the organization's goals, are willing to exert extra effort, and intend to stay with the company for the long term (Meyer et

al., 2004). High levels of employee commitment are crucial for organizations because they reflect a strong sense of identification with the organization's goals. This identification leads to several positive outcomes, such as increased effort, loyalty, and reduced turnover (Beloor et al., 2017). Biljana Dordevic (2004) highlighted that employee commitment is significant as it can be used to predict performance, absenteeism, and various other behaviors. According to Brown et al. (2011), high employee commitment to an organization enhances job satisfaction, job performance, overall productivity, and sales. Additionally, it reduces employee turnover, intention to leave, and absenteeism. Affective commitment signifies a deep sense of identification and voluntary dedication to the organization (Dávila & García, 2012).

Perceived Organizational Politics

Political behavior in the workplace refers to indirect or unofficial strategies employees use to influence others and advance their interests within the organization. These strategies can be constructive, such as building alliances and fostering collaboration, or destructive, like spreading rumors or manipulating situations for personal gain (Bartol & Martin, 2018). "The use of power, influence, and strategies to achieve personal or group goals that may not be aligned with the official goals of the organization" (Bartol & Martin, 2018). It highlights that these strategies can be both positive (building alliances) and negative (spreading rumors). In the workplace context, political behavior refers to, actions employees take to influence others and achieve their goals within the organization. These actions can be positive (e.g., building coalitions, networking) or negative (e.g., gossip, forming alliances to undermine others). A pervasive sense of political maneuvering within an organization can breed distrust among employees, leading to cynicism and ultimately eroding their commitment to the organization's goals (Cropanzano et al., 1997). A politically charged environment can be a breeding ground for stress and

frustration for employees. Feeling constantly on guard or pressured to play political games themselves can lead to a decline in motivation and commitment (Ferris & Kacmar, 1992). When promotions, resources, or recognition appear to be awarded based on political maneuvering rather than merit, employees can experience a deep sense of injustice. This can lead to decreased commitment and resentment toward the organization, potentially hindering productivity and fostering a negative work environment (Witt et al., 2000).

We examine the connection between how organizational politics are perceived and the level of commitment individuals have toward the organization, drawing upon the Conservation of Resources (COR) theory. According to the COR theory proposed by Hobfoll (2001), individuals are driven to obtain and safeguard their resources, encompassing elements like time, energy, and social support. When individuals perceive organizational politics, they perceive a threat to their current resources. Consequently, they may undergo stress and endeavor to safeguard their resources, potentially influencing their commitment to the organization (Eisenberger et al., 2001). Affective commitment pertains to the emotional bond an individual form with an organization (Meyer & Allen, 1991), marked by sentiments of loyalty, identification, and a deep-seated aspiration to stay affiliated with the organization (Meyer & Allen, 1997). Aligned with the Conservation of Resources (COR) theory, individuals work towards accumulating and preserving diverse resources, among them emotional attachment to the organization, which manifests in their organizational commitment. Elevated levels of perceived organizational politics can negatively impact affective commitment, resulting in a decline in emotional attachment to the organization (Eisenberger et al., 2002). When individuals perceive political behaviors within the organization, they may undergo feelings of disillusionment, disengagement, and betrayal. These adverse emotions can diminish individuals' sense of identification and loyalty to the organization (Dulebohn et al., 2012). Additionally, normative commitment denotes a feeling of obligation and

moral responsibility to stay connected with the organization (Meyer & Allen, 1991). Individuals exhibiting high levels of normative commitment experience a profound sense of obligation towards the organization, feeling that they ought to remain with it because it aligns with their sense of moral duty. Their sense of moral obligation may stem from the benefits they've gained from the organization or a feeling of loyalty towards their colleagues or supervisors (Meyer & Parfyonova, 2010). When individuals perceive elevated levels of politics, it can undermine the fundamental pillars of normative commitment, such as fairness, trust, and reciprocity. Consequently, this could diminish individuals' feelings of moral obligation to remain affiliated with the organization. Building upon this premise, researchers proposes:

Hypothesis 1: There is a negative relationship between perceived organizational politics and employee commitment.

Perceived organizational politics and employee commitment, with political skills as a moderator.

Political skills

Political skill, considered a refined and contemporary social aptitude, wields significant influence in shaping job performance (Ferris et al., 2005; Semadar et al., 2006). Pioneering research by Pfeffer (1981) introduced the concept of "political skills" in the scientific literature. This research highlighted the importance of these skills for achieving success within an organization. Mintzberg (1983) suggested that political skills encompass a range of abilities used to influence others within an organization. These skills include persuasion, negotiation, and even manipulation. Ferris et al. (2005), showed political skills encompass four dimensions: social astuteness, interpersonal influence, networking abilities, and apparent sincerity. According to, Ahearn et al. (2004), political skills involve the ability to effectively understand others in the workplace and use that understanding to influence them to

act in ways that further personal and/or organizational goals. Political skill is an important social influence construct that has been linked to various intrapsychic, interpersonal, and intergroup outcomes (Munyon et al., 2015). Theoretically, political skill has its most significant impact as a form of social influence on interpersonal relationships (Perrewé et al., 2000). In particular, political skill is posited to affect objective measures of career success by functioning as an interpersonal social influence construct, enabling individuals to maneuver within their work environment to accomplish personal objectives (Semadar et al., 2006). Politically skilled individuals excel at constructing their personal reputations by conveying signals that cultivate positive perceptions among others. They achieve this through proactive networking endeavors and the strategic use of influence tactics tailored to specific situations. Leveraging their social acumen and adaptable interpersonal strategies, politically skilled individuals adeptly showcase their behavioral versatility to craft the desired image (e.g., Ferris et al., 2007). In a more focused context, it is posited that politically skilled individuals foster robust relationships with their immediate supervisors to attain the benefits linked with favorable personal reputations. Additionally, these politically adept individuals engage in citizenship behaviors that enhance the well-being of their colleagues, thereby signaling their eligibility for a positive personal reputation (Spence, 1974). Political skill has been demonstrated to impact task performance; however, recent research suggests that its influence on contextual performance, such as social interactions, can sometimes be even more pronounced than its effect on task performance (Bing et al., 2011; Munyon et al., 2015). Consequently, individuals may utilize political skill not only to advance their careers but also to foster positive interactions and relationships within the organization (Ferris et al., 2007).

Individuals possessing strong political skills are more inclined to view themselves as capable of adeptly maneuvering through complex scenarios, such as managing organizational politics. They harbor a firm confidence in their capacity to manage

resources and surmount obstacles, even amidst perceived political dynamics within the organization (Ammeter et al.,2002). Consequently, individuals with high political skills may demonstrate resilience and proactive behavior in mitigating the adverse impacts of perceived politics on their organizational commitment (De Clercq & Belausteguigoitia, 2017). Conversely, individuals lacking in political skills may perceive themselves as less equipped to cope with or address perceived organizational politics. They might experience heightened feelings of resource threat and could find it challenging to sustain their organizational commitment amidst such obstacles (Ferris et al., 2013). Hence, it is anticipated that political skills will moderate the association between perceived organizational politics and organizational commitment by shaping individuals' perceptions of their capability to effectively navigate the influence of politics on their resources and levels of commitment (Ahmad-Mughal et al., 2017). In such cases, individuals with low political skills may find themselves at a disadvantage, as their limited ability to effectively navigate organizational politics could lead to increased feelings of frustration and helplessness. This, in turn, may fuel a cycle of disengagement and disconnection from the organization, further weakening their commitment (Cole, 2023). As a result, they may become more susceptible to turnover intentions or even voluntary turnover, ultimately impacting organizational performance and stability. Therefore, understanding the interplay between political skills, perceived organizational politics, and organizational commitment is crucial for organizations to foster a positive work environment and retain talented employees (Ferris & Kacmar, 1992).

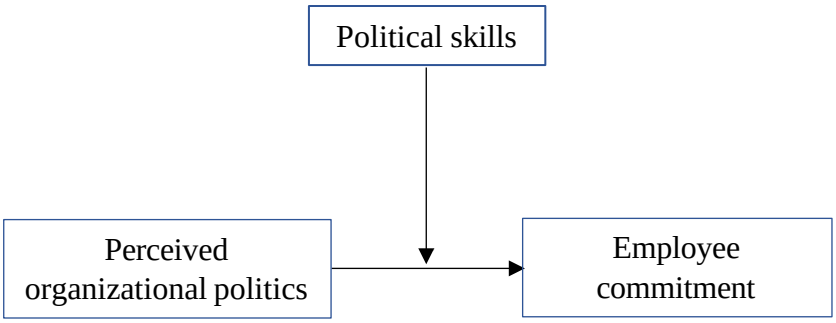
Indeed, political skills serve as a pivotal moderator in the intricate interrelationship between perceived organizational politics and organizational commitment. By shaping individuals' perceptions of their competence in navigating the complexities of political dynamics within the organization, political skills play a crucial role in determining how individuals respond to and cope with these challenges (Munyon et

al., 2015). Those with high political skills are better equipped to proactively manage and mitigate the negative effects of perceived politics on their commitment levels, whereas individuals lacking in political skills may struggle to effectively address these challenges, potentially leading to diminished organizational commitment. Thus, recognizing the significance of political skills as a moderator can inform organizational strategies aimed at fostering a supportive and resilient workforce capable of thriving in dynamic and politically charged environment. Building upon this premise, researchers proposes:

Hypothesis 2: Political skills moderate the relationship between perceived organizational politics and employee commitment. *Employees with high political skills will experience a weaker negative association between perceived organizational politics and their commitment compared to employees with low political skills.*

Figure 1

Conceptual Model



This research proposes a conceptual framework (Figure 1) that explores how political skill moderate the relationship between perceived organizational politics and employee commitment. The framework suggests that political skill can significantly weaken the negative impact of perceived organizational politics on commitment.

Methods

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Data Collection Procedure and Sample

The research sample consists of employees from the public sector in Sri Lana. Given the substantial influence of the public sector on the social, political, and economic development of the country, and the diverse range of occupations within Sri Lanka's public sector workforce, which includes administrative staff, healthcare workers, educators, and law enforcement personnel, comprehending the commitment levels of public sector employees holds paramount importance.

For data collection, this study utilized self-administered questionnaires for data collection. Out of the 400 questionnaires distributed, 211 were returned and deemed usable, resulting in a response rate of 52.69%. Convenience sampling was used as the sampling method. Convenience sampling is a widely used non-probability sampling method due to its ease of implementation, time efficiency, and cost-effectiveness. It allows researchers to quickly gather data from readily available participants, making it especially useful for studies with tight deadlines or limited resources. This method is ideal for exploratory research or pilot studies, where the goal is to gain preliminary insights or test hypotheses before conducting more rigorous research. Additionally, convenience sampling can be practical when accessing large populations in specific environments, such as universities or workplaces, and can minimize sampling errors when the population is relatively homogeneous. Despite its limitations in generalizability, it offers flexibility, allowing researchers to adjust their sample size or criteria during the study. For studies where time, budget, or accessibility are concerns, convenience sampling serves as an efficient and practical approach. Prior permission was obtained from the relevant heads of departments in public sector organizations to conduct data collection. The questionnaires were distributed along with a cover letter explaining the purpose of the study. Participants were assured of the anonymity and confidentiality of their responses.

Among the 211 participants in this study, 56% were male, and about 75% were married. Regarding age, 49% were between 30-39 years old, and 23% were 21-29 years old. In terms of education, 35% had a postgraduate degree, and 31% had completed a professional course. For work experience, 61% had been with their current organization for over 6 years, while the rest had been there for less than 6 years. In terms of job positions, 56% were executives, and 32% were managers.

Measures

Organizational Commitment

This study employed the 19-item measures developed by Meyer and Allen (1997) to assess the three components of organizational commitment: affective commitment, normative commitment, and continuance commitment. Participants were requested to indicate their level of agreement on a seven-point scale, ranging from "strongly disagree" to "strongly agree". The scale measuring affective commitment comprised a total of six items. A sample item for this scale is “This organization has a great deal of personal meaning to me”. The coefficient alpha for this scale was 0.74. The normative commitment scale also consisted of six items. The sample item for this scale is “I would feel guilty if I left my organization now”. The coefficient alpha for this scale was 0.77. The scale for measuring continuance commitment included a total of seven items. The sample item for this scale was “If I had not already put so much of myself into this organization, 1 might consider working elsewhere”. The coefficient alpha for this scale was 0.74.

Perceived Organizational Politics

Organizational politics was measured with a six-item scale developed by Hochwarter et al. (2003). This scale assesses the extent to which individuals perceive various political behaviors or actions within their organizations. A sample item from

the scale is: “People spend too much time ingratiating themselves with those who can help them”.

Political Skills

Political skill was assessed with an 18-item scale developed by Ferris et al. (1999). Sample items include: "It is important that people believe I am sincere in what I say and do." The participants were asked to indicate their level of agreement on a seven-point scale, ranging from "strongly disagree" to "strongly agree". This scale, completed by the employees, assessed their ability to effectively understand others in the workplace and use this knowledge to influence others, thereby enhancing personal or organizational objectives. Previous research has demonstrated this instrument's reliability (Cronbach’s $\alpha = 0.96$) and validity (Treadway et al., 2004).

Findings of the Study

Reliability Test

Table 1

Reliability Analysis

Variables	Cronbach’s alpha value	No. of questions
Perceived organizational politics	0.717	9
Political Skills	0.614	6
Employee commitment	0.755	12

Source –Reliability analysis by SPSS

According to table 1 Cronbach’s alpha values of all variables ranged from 0.717 to 0.755, it fulfills the relevant accepted of reliability. Generally, values should be

located in between 0.7-1.0. If the alpha values lie between that range, it concludes that the variables are reliable.

Correlation Analysis

Table 2

Two Tailed Correlation Analysis Table

		Perceived organizational politics	Political Skills	Employee commitment
Perceived organizational politics	Pearson correlation	1		
	Sig.(2-tailed)			
	N	211		
Political Skills	Pearson correlation	.543	1	
	Sig.(2-tailed)	.000		
	N	211	211	
Employee commitment	Pearson correlation	-.690	.578	1
	Sig.(2-tailed)	.000	.000	
	N	211	211	211

Source – Correlation analysis by SPSS

According to the above table 2 the Pearson correlation value of perceived organizational politics and political skills is 0.543 and it implies that there is a positive relationship between perceived organizational politics and political skills.

According to the same table, the significant value is 0.000 (i.e. P<0.01) hence both variables are significant at 0.01 the relationship between the variables are significant. Similarly, Pearson correlation value of Perceived organizational politics and Employee commitment is -0.690 and it implies that there is a Negative relationship between Perceived organizational politics and Employee commitment. According to the same table, the significant value is 0.000 (i.e. P<0.01) hence both variables are significant at 0.01 the relationship between the variables are significant. Therefore, it can be statistically said that there is a significant and negative relationship between Perceived organizational politics and Employee Commitment.

Regression Analysis

Table 3

Regression Analysis (Model Summary Table)

Model	R	R square	Adjusted R square	Std. error of the estimate
1	.750[a]	.693	.688	.1612
	a. Predictors: (constant), Perceived organizational politics Political skills b. Dependent variable: Employee commitment			

Source – Regression analysis by SPSS

We performed hierarchical multiple regression analysis to test hypotheses. In this work experience a control variable was entered in step 1, predictor variables perceived organizational politics was entered in step 2, and political skills was entered in step 3. The interaction terms for 'Perceived organizational politics and Political skill' were entered in step 4. The scores for organizational politics and political skills (Aiken & West, 1991). The interaction terms were obtained by

multiplying the centered scores (see Table 2). The moderating test was performed in Process 4.0 SPSS. There was a significant interaction found between organizational politics and political skills and employee commitment (r=0.693, p=0.000). It was found that the participates who reported higher political skills have a positive impact on organizational politics. Therefore, political skills positively moderate the relationship between organizational politics and employee commitment. This is significant because the significant value 0.000 is less than 0.05(p> 0.05) that we obtain from the significant F change.

Discussion

The current study's findings contribute to the growing body of literature on organizational behavior by highlighting the moderating role of political skills in the relationship between organizational politics and employee commitment. Hierarchical multiple regression analysis provided strong evidence supporting our hypotheses, particularly regarding interaction effects. Consistent with previous research, our study confirms that perceived organizational politics negatively affects employee commitment. Our findings from Step 2 of the regression analysis confirm this, demonstrating that higher levels of organizational politics are associated with lower levels of employee commitment.

The significant moderating role of political skills identified in Step 4 of the regression analysis sheds light on an important interpersonal resource that can buffer the adverse effects of organizational politics. Political skills, defined as the ability to understand and influence others for personal or organizational gain, have been shown to improve individuals' ability to navigate complex social environments and manage organizational challenges. Our results indicate a significant interaction effect (r=0.693, p=0.000), suggesting that employees with high political skills are better equipped to maintain commitment levels even in politically charged environments.

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The interaction effect highlights the important role political skills play in how employees perceive and respond to organizational politics. Employees with high political skills may feel more confident in their ability to influence outcomes, turning political challenges into opportunities rather than viewing them as barriers to their commitment.

By fostering political skills among employees through targeted training and development programs, organizations can mitigate the negative effects of perceived organizational politics on employee commitment. Interventions aimed at improving political skills may include interpersonal communication workshops, negotiation training, and mentoring programs that help employees enhance their ability to navigate organizational dynamics. Additionally, promoting an open, transparent organizational culture may reduce negative perceptions associated with politics and further strengthen the positive effects of political skills.

In conclusion, this study underscores the importance of political skills as a moderating factor in the relationship between perceived organizational politics and employee commitment. Our findings suggest that enhancing political skills can serve as a valuable strategy for organizations to maintain high levels of employee commitment in the face of political challenges. Future research should examine additional moderating and mediating variables that may further elucidate these complex relationships. Organizations should continuously develop and implement strategies that empower employees to effectively manage organizational politics and maintain their commitment.

Theoretical Contributions

Recognizing political skills as a moderator in the relationship between perceived organizational politics and employee commitment enriches the current research. This underscores the significance of examining how individual variables can moderate the influence of organizational factors on employee decisions.

The exploration of political skills as a moderating variable in the relationship between organizational politics and employee commitment offers substantial theoretical contributions. Traditionally, organizational politics have been viewed negatively, often associated with reduced employee commitment. However, introducing political skills into this dynamic suggests that individual differences can significantly alter these outcomes. Employees equipped with high political skills may not only withstand the adverse effects of organizational politics but also utilize these dynamics to their advantage, leading to enhanced commitment.

Practical Contributions

The practical implications of these findings are significant for organizational management. From a practical standpoint, acknowledging the moderating role of political skills offers actionable insights for organizations aiming to bolster employee commitment in environments perceived as politically charged. Organizations should develop and implement training programs that enhance employees' political skills. Training that focuses on self-awareness, social astuteness, networking abilities, and interpersonal influence can empower employees to manage organizational politics more effectively. Leaders and managers should be trained to recognize and address organizational politics constructively. By fostering a work environment that values transparency and open communication, leaders can support employees in developing political skills. Effective leadership in managing politics can create a supportive atmosphere that enhances employee commitment, even among those who are highly politically skilled. Human resource policies should be designed to promote fairness, equity, and transparency. Clear decision-making processes and equitable treatment can reduce the perception of politics, thereby enhancing overall commitment. Additionally, HR policies could include assessments of political skills during recruitment and development processes, ensuring that employees are both politically savvy and

committed. Cultivating an organizational culture that acknowledges and values political skills can lead to a more engaged and committed workforce. Encouraging open dialogue about organizational politics and providing platforms for employees to develop and share their political skills can foster a more resilient and adaptive organizational environment.

By integrating political skills into the analysis of organizational politics and employee commitment, organizations can develop more nuanced and effective strategies for fostering a committed workforce. The theoretical insights call for a reexamination of traditional views on organizational politics, while practical applications emphasize the importance of targeted training, effective leadership, and supportive HR policies. This approach not only enriches theoretical frameworks but also offers concrete steps for organizations to enhance employee commitment in the face of organizational politics.

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