Role of Emotional Intelligence in Mitigating Organizational Politics and Enhancing Employee Commitment in Sri Lanka's Public Sector

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ABSTRACT

This research delves into the intricate relationship between perceived organizational politics and employee commitment within the context of the public sector in Sri Lanka. Furthermore, this study emphasizes the significance of considering individual traits, such as emotional intelligence, in comprehending and managing workplace dynamics effectively. The current study underscores the imperative for organizations to acknowledge and address the detrimental effects of perceived organizational politics on employee commitment. Moreover, it highlights the moderating role of emotional intelligence, showcasing how individuals' confidence in their abilities moderates the impact of perceived organizational politics on employee commitment levels. Through a quantitative analysis of 211 usable responses obtained from a sample of 400, this study utilized the SPSS to reveals a notable negative correlation between perceived organizational politics and employee commitment. Present study findings demonstrate that the emotional intelligence dimensions related to perceiving, understanding, and managing emotions yielded favorable impacts on the relationship between the perceived organizational politics and employee engagement. It was theorized that individuals with higher level of emotional intelligence are anticipated to exhibit heightened employee commitment and adept management of their work performance amidst organizational politics, in contrast to those with lower emotional intelligence levels. In addition to enriching theoretical understanding, this research offers practical insights for organizational management and human resource practices. scientific

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publications. The abstract should not exceed 300 words, with no indentation.

Keywords **- Employee commitment, emotional intelligence, perceived organizational politics**

1. INTRODUCTION

Globalization and heightened competition have significantly amplified the importance for organizations to attract and retain a competent and skillful workforce. As noted by Catteeuw et al. (2007), the interconnected nature of the global market demands that organizations not only source talent from a diverse pool but also implement strategies to ensure their workforce remains engaged and committed. The challenge lies in addressing varied cultural, economic, and professional expectations while fostering an environment that promotes growth, satisfaction, and loyalty among employees. By focusing on these aspects, organizations can maintain a competitive edge and ensure sustained success in an increasingly dynamic global landscape. Organizational Commitment (OC) is defined as employees' emotional attachment and psychological bond with an organization (Meyer & Allen, 1997). This concept emphasizes the strength of the employees' identification with and involvement in their organization, reflecting how employees perceive their relationship with their workplace. High levels of organizational commitment are typically associated with positive outcomes such as increased job satisfaction, reduced turnover, and enhanced organizational performance. Meyer and Allen's framework distinguishes among three components of organizational commitment: affective commitment (emotional attachment to the organization), continuance commitment (awareness of the costs associated with leaving the organization), and normative commitment (feeling of obligation to remain with the organization. A committed employee demonstrates loyalty, psychological attachment to their work, and alignment with the organization's goals (Bulut & Culha, 2010). Research indicates that employees with strong organizational commitment are invaluable assets to an organization. Such a committed workforce can drive enhanced organizational performance, boost productivity, and heighten competitiveness (Chhabra, 2015; Mahal, 2012). The literature suggests that employee commitment, along with their attitudes and feelings towards their employer (Kim et al., 2020), is a strong predictor of performance (Aslam et al., 2020). Furthermore, it is identified as a crucial source of competitive advantage for organizations (Alserhan & Shbail, 2020). Reasons for low employee commitment at work can vary, but organizational politics is often cited as a primary factor. Organizational politics can create a toxic work environment where employees feel undervalued, mistrusted, and unfairly treated. This can lead to decreased morale, increased stress, and a lack of motivation (George, 2023). Other contributing factors may include poor leadership, lack of recognition, limited career advancement opportunities, inadequate compensation, and work-life imbalance.

When employees perceive favoritism, manipulation, and power struggles within the organization, their emotional attachment and loyalty to the company are likely to

diminish, resulting in lower organizational commitment (Dave & Nasit, 2024). Employees who observe political behaviors in the workplace are less likely to be emotionally engaged in their work and tend to show reduced levels of discretionary effort (Treadway et al., 2005). The unavailability of studies in the Sri Lankan context as to how the organizational politics impact on employee commitment. And there is a dearth of studies in the Sri Lankan context that have explored the application of the Conservation of Resources (COR) theory regarding the interaction among these variables and no empirical studies have examined the moderating role of emotional intelligence on the relationship between organizational politics and employee commitment within the Sri Lankan context. This type of study is importantly practical because it will help to determine various points of intervention for the process linking perceived organizational politics to negative employee commitment. Poon (2003) suggested that Emotional Intelligence (EI) could moderate the relationship between Perceptions of Organizational Politics (POP) and work outcomes. He argued that individuals with high emotional intelligence are less likely to perceive a politically charged environment as stressful. These individuals are better equipped to handle the stress associated with such an environment. Moreover, Carmeli (2003) found that the effect of work-family conflict on career commitment is moderated by Emotional Intelligence (EI). Specifically, senior managers with higher levels of emotional intelligence experience a lesser negative impact of family/work conflict on their career commitment. Scholarly interest in the concept of emotional intelligence began in the early 1920s (Carmeli, 2003). The idea of social intelligence, first proposed by Thorndike (1920), serves as the foundation for the emergence of the concept of emotional intelligence.

The various conceptualizations of emotional intelligence by different scholars can generally be grouped into two main categories: mental ability models and mixed models (Rathi, 2014). After reviewing the existing literature, Mayer et al. (2004) assert that emotional intelligence encompasses four abilities: perceiving emotions, managing emotions, facilitating thought through emotions, and understanding emotions. VanMaanen and Kunda (1989) defined emotion as "self-referential feelings an actor (employee) experiences or, at least, claims to experience regarding the performances he or she brings off in the social world.

1.1 Problem statement

In contemporary organizational settings, the perceived organizational politics remains a pervasive concern, influencing various aspects of employee behavior and attitudes (Hochwarter et al., 2020). Organizational politics, characterized by behaviors such as favoritism, manipulation, and power struggles, has been associated with detrimental outcomes including reduced job satisfaction, increased turnover intention, and diminished employee commitment (Mohammed & Nmadu, 2024). Among these outcomes, employee commitment stands out as a critical indicator of organizational success and effectiveness (Nazir & Islam, 2017). High levels of

commitment are linked to greater job performance, increased organizational citizenship behaviors, and lower absenteeism rates (Grego-Planer, 2019). However, the relationship between perceived organizational politics and employee commitment is complex and multifaceted (Durnalı & Ayyıldız, 2019). While some studies have found a negative association between perceived organizational politics and employee commitment, others have reported no significant relationship or even a positive correlation under certain conditions (Malik et al., 2019). This variability suggests the presence of moderating factors that may influence the strength and direction of this relationship (Dappa et al., 2019). One such moderating factor that has gained increasing attention in the literature is emotional intelligence. Emotional intelligence refers to the ability to perceive, understand, manage, and utilize emotions effectively in social interactions and decision-making (Boyatzis, 2018). Individuals high in emotional intelligence are better equipped to navigate challenging interpersonal dynamics, regulate their emotions in stressful situations, and empathize with others' perspectives (McCloughen & Foster, 2018). As such, emotional intelligence may play a crucial role in shaping individuals' responses to perceived organizational politics and their subsequent commitment to the organization (Khuwaja et al., 2020).

Despite the growing interest in both perceived organizational politics and emotional intelligence, relatively few studies have examined the combined influence of these constructs on employee commitment (Lee et al., 2022). Specifically, there is a paucity of research exploring the moderating role of emotional intelligence in the relationship between perceived organizational politics and employee commitment (Malik et al., 2019). Understanding how emotional intelligence may buffer or exacerbate the effects of perceived organizational politics on employee commitment is essential for developing targeted interventions and strategies to promote organizational resilience and employee well-being (Wang & Shaheryar, 2020).

Therefore, current study aims to address this gap by investigating the nuanced interplay between perceived organizational politics, emotional intelligence, and employee commitment. By examining how emotional intelligence moderates the relationship between perceived organizational politics and employee commitment, this research seeks to provide valuable insights for organizational leaders and human resource practitioners aiming to enhance employee commitment and mitigate the adverse effects of organizational politics. Through a comprehensive analysis of these dynamics, this study endeavors to contribute to both theoretical advancements and practical implications for organizational management and human resource practices.

Numerous empirical studies conducted in Western culture suggest that emotional intelligence has a positive impact on various individual and organizational outcomes (Shrestha & Baniya, 2016). However, to the best of the researchers' knowledge, no empirical studies have examined the moderating role of emotional intelligence on the relationship between organizational

politics and employee commitment within the Sri Lankan context. Due to the absence of empirical evidence regarding the interaction among these variables (perceived organizational politics, employee commitment and emotional intelligence), and theoretical arguments or empirical tests based on Conservation of Resources (COR) theory are currently lacking.

Therefore, this research aims to examine the moderating role of emotional intelligence in the relationship between perceived organizational politics and employee commitment and the interaction between these variables based on the Conservation of Resources (COR) theory in the Sri Lankan context. Therefore, the framed research questions focusing on the moderating role of emotional intelligence in the context of organizational politics and commitment: How can organizations foster commitment in the face of organizational politics? this question aims to explore strategies and interventions that organizations can implement to mitigate the negative impact of organizational politics on employee commitment, taking into the account the moderating role of emotional intelligence. How does the emotional intelligence of individuals shape their commitment levels in politically charged environments? this question seeks to examine how individuals' beliefs in their abilities (emotional intelligence) influence their commitment to organizational goals when confronted with organizational politics, providing insights into the mechanisms through which emotional intelligence moderates the relationship between perceived organizational politics and employee commitment. By framing these research questions around the moderating role of emotional intelligence, this study aims to contribute valuable insights for both academic and practical purposes in organizational settings. Understanding how emotional intelligence interact with organizational politics and commitment can inform the development of targeted interventions and support mechanisms to empower employees and foster a positive organizational culture conducive to high levels of commitment, ultimately enhancing organizational performance and effectiveness.

1.1.1 Research Questions

RQ 1: How can organizations foster commitment in the face of organizational politics?

RQ 2: How does the emotional intelligence of individuals shape their commitment levels in politically charged environments?

1.1.2 Research Objectives

The purpose of this research is to,

1. Delves into the intricate relationship between perceived organizational politics and employee commitment.
2. Emphasizing the significance of emotional intelligence moderates the impact of perceived organizational politics on employee commitment levels.

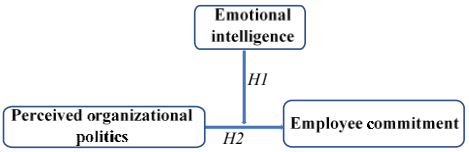


Figure 1. Conceptual Model

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

2. THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

2.1 Perceived organizational politics and employee commitment

At the outset, scholars perceived political behavior as a reactive coping strategy. However, it encompasses individuals leveraging informal influence to attain desired outcomes not achievable through officially sanctioned procedures within the organization (Gandz & Murray, 1980). Subsequently, the perception of political behavior shifted towards being seen as a method to enhance the circumstances of others rather than solely pursuing individual gains (Kapoutsis et al., 2017). Organizational politics entails a form of employee conduct directed towards maximizing personal interests, whether in the immediate or prolonged term, either at the cost of others or in harmony with their objectives (Kacmar & Ferris, 1991). Such behavior frequently involves manipulation, slander, clandestine undertakings, and the abuse of authority (Ferris & Kacmar, 1992). The consequences of perceived organizational politics have been subject to thorough investigation, with a majority of studies suggesting that these elements can yield adverse effects on numerous critical affective, cognitive, and behavioral job outcomes. The notion of perceived organizational politics is associated with diminished levels of both task and contextual performance (Chang et al., 2009), reduced work engagement (Kane-Frieder et al., 2014), decreased job satisfaction, and affective organizational commitment, along with heightened job distress (Vigoda, 2002), frustration (Chang et al., 2009), and job tension (Hochwarter et al., 2010). Nonetheless, Ferris et al. (2013) contended that the tangible existence of politics holds less weight compared to individuals' subjective interpretation of politics within the organization, as it holds implications for organizational outcomes. Consistent with this perspective, Ferris and Kacmar (1992) defined perceived organizational politics as individuals' subjective evaluations of the extent to which their work environment is characterized by self-serving behaviors exhibited by colleagues and supervisors.

We draw a link between perceived organizational politics and organizational commitment using the Conservation of Resources (COR) theory. According to COR theory, individuals strive to acquire and protect their resources, such as time, energy, and social support (Hobfoll, 2001). When individuals perceive organizational politics, they perceive a risk to their current resources. Consequently, individuals may experience stress and strive to safeguard their resources, potentially impacting their organizational commitment (Eisenberger et al., 2001). Moreover, perceived organizational politics may have distinct effects on the different facets of organizational commitment, encompassing affective, normative, and continuance

commitment. Affective commitment involves an individual's emotional connection with an organization (Meyer & Allen, 1997), marked by feelings of loyalty, identification, and a strong inclination to maintain affiliation with the organization (Meyer & Allen, 1997). In line with the Conservation of Resources (COR) theory, individuals strive to acquire and protect resources, which encompass emotional attachment to the organization (organizational commitment). Elevated levels of perceived organizational politics may adversely affect affective commitment, leading to a decline in emotional attachment to the organization (Eisenberger et al., 2001). When individuals witness political behaviors within the organization, they may experience feelings of disillusionment, disengagement, and betrayal. These negative emotions can weaken their sense of identification and loyalty towards the organization (Dulebohn et al., 2012). Furthermore, normative commitment involves a sense of duty and moral obligation to remain a part of the organization (Meyer & Allen, 1997). Furthermore, normative commitment involves a sense of obligation and moral responsibility to remain affiliated with the organization (Meyer & Allen, 1991). Individuals with heightened levels of normative commitment possess a strong sense of duty towards the organization and firmly believe in the significance of maintaining their membership due to moral obligation (González & Guillén, 2008). Individuals may feel morally obligated due to the benefits they have received from the organization or a sense of loyalty towards their colleagues or superiors (Meyer & Parfyonova, 2010). When individuals perceive heightened levels of politics, it can erode the perception of fairness, trust, and reciprocity, which are fundamental to normative commitment. This erosion can diminish the sense of moral obligation to maintain affiliation with the organization.

Thus, researchers propose:

Hypothesis 1: Perceived organizational politics negatively relates to employee commitment.

2.2 Perceived organizational politics and organizational commitment emotional intelligence as a moderator

Emotional intelligence theory has evolved along two primary paths, the ability model and the mixed model. Ability models define EI as a form of standard intelligence (Brackett et al., 2011), involving mental traits or capabilities that can be evaluated through performance-based assessments (Brackett et al., 2006). Mixed models combine three constructs such as personality traits, personal competencies (optimism and self-esteem), and perceived emotional ability. These models are largely based on Goleman (2001) popularization of emotional intelligence. The current study employs Mayer et al. (1997) ability model, which consists of four sequential dimensions or branches. This model defines emotional intelligence as "the capacity to perceive emotions, to access and generate emotions to aid thinking, to understand emotions and emotional knowledge, and to regulate emotions reflectively to foster emotional and intellectual development". Mayer et al. (1997) framework consist of four distinct branches emotional perception, assimilation,

understanding, and management that together form the construct of emotional intelligence. Mayer et al. (2008) present the four-branch model as a spectrum of emotional abilities, progressing from simpler to more advanced levels. These interconnected abilities form a hierarchical continuum, starting with perceiving emotions, a fundamental psychological function, and culminating in the most advanced skill, regulating emotions, which supports self-management (Mayer et al., 2008). The foundational abilities encompass accurate emotion perception and utilizing these emotions to enhance cognitive processes. Advanced skills involve comprehending emotions and employing them for self-regulation or achieving objectives. Individuals with elevated emotional abilities demonstrate enhanced capabilities in navigating emotionally charged contexts, scenarios, and interactions (Farh et al., 2012). Moreover, high emotional intelligence correlates with a heightened awareness of the organizational environment and its goals, as well as the behavioral adjustments necessary to high employee commitment and achieve those goals. Employees with elevated emotional intelligence tend to empathize with the organization as a whole, leading to the adoption of an organizational perspective and subsequent actions aimed at benefiting the organization (Cohen & Abedallah, 2015). Such individuals may demonstrate a predisposition towards engaging in discretionary acts of employee behavior that directly contribute to the organization's objectives. Individuals possessing high emotional intelligence are often finely attuned to the emotions of others, displaying both empathy and sympathy. As a result, they are inclined to engage in voluntary, unenforced acts of kindness that benefit their peers or colleagues.

Individuals possessing the capacity to comprehend their emotions are prone to conveying their feelings more precisely and achieving better comprehension from colleagues in the workplace. When leaders (or any employees) with elevated emotional intelligence voluntarily and selflessly endeavor to articulate their emotions or communicate in a manner beneficial to the organization, their actions may contribute to organizational citizenship behaviors (Carmeli & Josman, 2006). Emotional intelligence has also demonstrated associations with individual performance (Van Rooy & Viswesvaran, 2004), suggesting that employees possessing high emotional intelligence enjoy a competitive edge in the professional environment. Employees adept at managing their emotions demonstrate superior coping mechanisms and cultivate more favorable social relationships: They exhibit a heightened inclination to participate in prosocial endeavors within the workplace (Day & Carroll, 2004), a facet of organizational citizenship behavior. Furthermore, individuals capable of managing their emotions display increased empathy (Ciarrochi et al., 2000) and tend to foster smoother interactions with colleagues due to their proficiency in demonstrating appropriate behavior. These behaviors are consistent with fostering employee commitment even in the presence of organizational politics.

Thus, researchers propose:

Hypothesis 2: Perceived organizational politics and employee commitment emotional intelligence as a moderator.

3. METHODOLOGY

3.1 Data collection procedure and sample

The research sample comprises employees from the public sector in Sri Lanka. Considering the significant impact of the public sector on the country's social, political, and economic progress, along with the wide array of professions within Sri Lanka's public sector workforce encompassing administrative personnel, healthcare providers, educators, and law enforcement officers understanding the commitment levels of public sector employees is of utmost importance.

For data collection, self-administered questionnaires were employed. Out of the 400 questionnaires distributed, 211 were returned and found to be usable, resulting in a response rate of 52.69%. Convenience sampling was utilized as the sampling technique. Prior approval was obtained from the relevant department heads within public sector organizations to facilitate data collection. The questionnaires were distributed with a cover letter outlining the study's objectives. Participants were assured that their responses would remain anonymous and confidential

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.

3.2 Measures

3.2.1 Organizational commitment

This study utilized the 19-item measures created by Meyer and Allen (1997) to evaluate the three dimensions of organizational commitment: affective commitment, normative commitment, and continuance commitment. Participants were asked to express their level of agreement on a seven-point scale, ranging from "strongly disagree" to "strongly agree." The affective commitment scale consisted of six items, including a sample item such as, "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 comprised six items, with a sample item being, "I would feel guilty if I left my organization now." The coefficient alpha for this scale was 0.77. The continuance commitment scale contained seven items, including a sample item like, "If I had not already put so much of myself into this organization, I might consider working elsewhere." The coefficient alpha for this scale was 0.74.

3.2.2 Perceived organizational politics

Organizational politics was assessed using a six-item scale developed by Hochwarter et al. (2003). This scale evaluates the degree to which individuals perceive various political behaviors or actions within their organizations. An example item from the

scale is: "People spend too much time ingratiating themselves with those who can assist them".

3.2.3 Emotional intelligence

The "Self-Rated Emotional Intelligence Scale" (Brackett et al., 2006) was employed to measure the four dimensions of emotional intelligence as outlined by Mayer et al. (2008), comprising 19 items in total perceiving (4 items), using (3 items), understanding (4 items), and managing (self-management 4 items), and social management 4 items). Participants were asked to rate how accurately each of the 19 items described them, using a Likert-type scale ranging from 1 (very inaccurate) to 5 (very accurate). Sample items included, "I know the strategies to make or improve other people's moods," "I am able to handle most upsetting problems," and "When making decisions, I listen to my feelings to see if the decision feels right." Cronbach's alpha for the EI dimensions ranged from 0.74 to 0.85, all falling within acceptable ranges.

4. RESULTS

4.1 Reliability test

Table 1. Reliability Analysis

Variables	Cronbach's alpha value	No. of questions
Perceived organizational politics	0.717	9
Emotional intelligence	0.675	9
Employee commitment	0.755	12

(Source –Reliability analysis by SPSS)

According to Table 1 Cronbach's alpha values of all variables range from 0.717 to 0.755, it fulfills the relevant accepted of reliability. Generally, values should be located between 0.7-1.0. If the alpha values lie between that range, it concludes that the variables are reliable.

4.2 Correlation analysis

Table 2 - two-tailed correlation analysis table

		Perceived organizational politics	Emotional intelligence	Employee commitment
Perceived organizational politics	Pearson correlation	1		
	Sig.(2-tailed)	.000		
	N	211		
Emotional intelligence	Pearson correlation	.721	1	
	Sig.(2-tailed)	.000	.000	
	N	211	211	
Employee commitment	Pearson correlation	-.690	.846	1
	Sig.(2-tailed)	.000	.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 emotional intelligence is 0. 721 and it implies that there is a positive relationship between perceived organizational politics and emotional intelligence. 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.

4.3 Regression analysis

Table 3. Regression analysis (model summary table)

Model	R	R square	Adjusted R square	Std. error of the estimate
1	.750[a]	.780	.786	.1612

a. Predictors: (constant), Perceived organizational politics Emotional intelligence

b. Dependent variable: Employee commitment

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 emotional intelligence was entered in step 3. The interaction terms for 'organizational politics and emotional intelligence' were entered in step 4. The scores for organizational politics and emotional intelligence (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 significant interaction found between organizational politics and emotional intelligence and employee commitment (r=0.780, p=0.000). It was found that the participants who reported higher emotional intelligence have a positive impact on organizational politics. Therefore, emotional intelligence positively moderates 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.

5. DISCUSSION

5.1 Theoretical and Practical implications

Understanding emotional intelligence as a moderating factor in the connection between perceived organizational politics and employee commitment enhances current research. This underscores the necessity of exploring how individual differences can influence the impact of organizational factors on employee choices. Incorporating emotional intelligence into the analysis provides a more detailed perspective on the interplay between organizational politics and employee commitment, highlighting the significant role of individual emotional skills in moderating these relationships. Organizations can enhance employee commitment by adopting multifaceted strategies that consider the moderating role of emotional intelligence. First, training programs should focus on boosting employees' emotional intelligence by including components on self-awareness, emotional regulation, and interpersonal skills. This will help employees manage their emotions and relationships better, mitigating the harmful effects of perceived organizational politics on commitment. Second, leadership strategies should involve training managers to effectively recognize and address organizational politics, fostering an open and supportive work environment. This approach is particularly beneficial for employees with high emotional intelligence, who can navigate complex social dynamics and maintain their commitment despite

political challenges. Third, human resource policies should prioritize fairness, equity, and merit, with clear guidelines for decision-making processes to reduce perceptions of politics and strengthen employee commitment. Transparent practices ensure that employees perceive organizational processes as just and impartial, which is especially important for those with lower emotional intelligence. Finally, establishing robust support systems, such as counseling services and mentorship programs, can help employees cope with the stress and negative emotions associated with perceived organizational politics, providing personalized guidance and aiding in navigating politically charged work environments more effectively. Aligning personal development initiatives with organizational practices fosters a positive workplace environment that enhances employee well-being and commitment. Enhancing emotional intelligence, fostering supportive leadership, ensuring transparent human resource policies, and providing robust support systems collectively reduce the negative impact of organizational politics. These integrated approaches empower employees and contribute to the overall success of the organization.

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