Effects of Perceived Organizational Politics on Employee Commitment: Locus of Control as a Moderator in Sri Lanka's Public Sector

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Abstract

This study accentuates the sophisticated relationship between perceived organizational politics and employee commitment, specifically determining the moderating role of locus of control in this relationship. The research addresses a notable gap in the literature, as there is a lack of studies investigating these relationships in the Sri Lankan context, particularly among public sector employees. Utilizing the Conservation of Resources (COR) theory to underpin the study, we assessed employees from the public sector in Sri Lanka. Out of the 400 questionnaires distributed, a total of 211 questionnaires were returned and usable. We utilized a convenience sampling method for data collection and analyzed the data using SPSS to determine the correlation and regression to represent the complexity of this relationship. This quantitative analysis disclosed a significant negative association between perceived organizational politics and employee commitment, emphasizing the undesirable effects of perceived organizational politics on employee commitment. Furthermore, our explorations focus on the significant role of locus of control as a moderator, elucidating how individuals' beliefs in their abilities moderate the effects of perceived organizational politics on employee commitment. This study found that the locus of control positively moderates the relationship between perceived organizational politics and employee commitment. This research is limited to one area. Future research should explore longitudinal designs to assess the causality of these relationships, examine other sectors within Sri Lanka for comparative analysis, and consider additional moderating and mediating variables to expand on these findings. Organizations should implement training programs that enhance employees' locus of control and develop strategies to minimize organizational politics to foster a more committed workforce. This research contributes to both theoretical and practical implications for organizational management and human resource practices.

Keywords: employee commitment, locus of control, perceived organizational politics, public sector employees.

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