Office Politics and Employees Commitment in Nigerian Navy Formations of South-South, Nigeria

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Abstract: This paper examined the relationship between office politics and employee commitment in Nigerian Navy Formations of South-South, Nigeria. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population of the study was estimated to be 4067 staff in 8 Nigerian Navy formations of South-South, Nigeria. The sample size of 364 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The result obtained showed that the office politics have a significant relationship with employees' commitment level in the Nigerian Navy (NN) in Nigerian Navy Formations of South-South. Furthermore, the study revealed that lobbying had a significant relationship with employees' commitment level in the Nigerian Navy (NN) in Nigerian Navy Formations of South-South. The study recommends that management of Nigerian Navy Formations should actively focus on positive political behavior that will lead to employees' commitment.

Keywords: Office Politics, Lobbying, Employee Commitment, Continuance Commitment, Affective Commitment, Normative Commitment

INTRODUCTION

Office politics is no doubt a controversial concept. Internal politics is a common phenomenon in every organization today (Mintzberg, 1992; Ferris & King, 1991; Pfeiffer, 1992). Much has not been done about the nature, boundaries and effects of such politics on the organizations (Schmidt & Wilkinson, 1980). Most authors used the concept office politics and organisational politics interchangeably.

An employee is said to be effective when he or she is focused on achievement of set goals of the organisation. Political calculations and manoeuvrings are responsible for decision making in large organisations, which may result in severe consequences for the entire organisation (Eni, 2011). The organization is a community of people as a result there is constant

formal and informal interaction on a regular basis. In the course of these constant interaction people want to promote their personal and organization interest. The promotion of personal and organization interest is what is commonly referred to as Office Politics.

Office politics is the power acquired within the organization which influenced the activities, actions, and decision-making within the organization. Office politics is engaged as a departmental and individual interest to attract the management attention to their individual or unit benefit (Bouckenooghe, Zafar & Raja, 2015). Office politics is the careful use of power by employees to satisfy their individual and the corporate objectives (Bouckenooghe, Zafar & Raja, 2015). Many of the managers resorted to used office politics within the organisation in other to gain popularity. Office politics influences the people's behaviour positively. It establishes unity and effectiveness and it is one way of resolving conflict within the organisation. Because of the selfish interest of employees of the organisation, they negatively apply it to their personal interest which eventually results to destructive outcome. Destructive outcomes are those activities of employees that result to decrease in output or low employees' commitment to overall organisational objective. The inefficient and lower turnover is caused by the destructive use of office politics (Daskin & Tezer, 2012).

Office Politics has entered into the organisation's social fabric (Abbas & Raja, 2014). Although some researchers consider office politics as a necessity for employees' effectiveness and growth, others argue that it causes organisational stressor as such negatively affects the proper functioning of the system. Office politics has also become a concern to individuals and organisations today (Rosen & Levy, 2009). The effects of office politics on organisational job outcomes is what need to be seriously considered. Office politics differs across organisational boundaries (Chang, Rosen & Levy, 2009). The way employees react to office politics is based on the organization or environment they are working and the interest or gain derived from it. Office politics is a pronounced activity within public organisations (government establishment). Office politics is said to be associated with individualism, femininity, uncertainty avoidance and low power distance (Shao, Rupp, Skarlicki & Jones, 2013).

Organisational culture contributes to the level of office politics practiced within organisations (Bamidele, 2013). The goal of any organisation is to achieve objective(s) as they continue to discharge their duties. There are many factors that may disturb the achievement of these goals which are worthy of mention. Office politics if not properly controlled and without effective policy, can prevent the organisation from functioning effectively by having internal power struggles, intrigues and personal positioning. Organisations are generally seen as the environment for business and power play which many authors described in their literature as office politics (Bana & Midere, 2011). Office politics are human activities which take place in the establishment to acquire, develop and use power and other resources to obtain one's preferred outcomes (Pfeffer, 2001). Political behaviours in the organisation are those observable behaviour, open or hidden actions of employees who are ready to use the power available to them to them to influence decisions in the organisation (Emeka and Ebubechukwu, 2011). The research field of office politics is characterized by a lack of agreement in what should be included in the term, and the construct "Office Politics". This may lead to inconsistent results when evaluating the scope, content and factors that affect, as well as consequences of office politics and employees' commitment in an organisation (Buchanan, 2008). While theory and research on office politics has expanded rapidly in recent decades, there is relatively little knowledge about office politics in relation to its effects on the commitment of the employees.

There are few studies that have specifically dealt with office politics within teams or

work groups. Inspite of the limited literature there is no doubt that internal politics is a common scene in every organisation. This is because politics is common phenomenon among humans but the exact nature and boundaries of such politics established among team members, its nature of occurrence, cultural orientations and how it will contribute to employees' effectiveness may not be known. The increase in globalization and expansion of businesses has enlarged the scope of the office which now demand complex steps in organisational justice and fairness cut across cultural boundaries. Although different cultures may lead to differences in ways of reactions and practices as it affects office politics (Shao, Rupp, Skarlicki & Jones, 2013), research has shown that several studies carried out in the United States indicated that office politics enhanced employees' commitment especially in public sectors. In other parts of the world, office politics is legalized, and so an employee cannot be punished for engaging in office politics. Comparisons have also been made between those countries and Nigeria. In Nigeria, office politics is seen as a bride given. Office politics involves persuading the people to buy your view. An office is like a business place where many customers are coming to buy. In this instance, there is need for specialized literature on comparison between the level and impact of office politics and employees' commitment in an organisation.

The few studies regarding office politics are qualitative approach and relatively small in sample size. The results are inconclusive and do not reveal certain knowledge about how politics affects commitment of workers beyond all reasonable doubt. Top officials who have power to make important decisions on behalf of the sector will play a major role in the workers' commitment. Given this important role in organisations, there is the need for a deeper understanding of this phenomenon and how it affects employees' commitment. Most of the research work done on office politics show that politics leads to low performance on various dimensions, from attitudes such as lack of satisfaction and commitment to self-reports of lower performance (Hochwarter, 2003; Miller, Rutherford & Kolodinsky, 2008).

Office politics may take various dimensions, for instance, political behaviour among high ranking officers (who are also employees) may be apparent in their attempt to get their own share of available rewards. Such self-interest behaviour if not properly managed, will negatively affect the workers' effectiveness and commitment. It is one factor that may cause many employees to lose team spirit to achieve the organisational goal as its priority (Hochwarter, 2003). Team spirit enables the employees to be dedicated to their duties. With direct supervision, employees are happy to meet organisational targets as a group. Once employees begin to shift their focus from the corporate goal to individual goal, there will be bias in service delivery and greater supervision will be required to achieve little success. This apparent behaviour must be controlled in the organisation to achieve the desired objective of the office. Office politics is a way of convincing the members of the organisation to believe in your ideology and decision in the organisation. In some instances, office politics may promote obedient and selfless service. Most members of the organisation will like to serve the top management for promotion and other benefits. They tend to do so because there is no policy put in place to check the activities of staff loyalty. Office politicking may take the form of convincing the target individual with money to support your opinion. It is a corrective instrument in the hands of management which can hinder effectiveness and commitment of the employees (Mayes & Allen, 1984).

The effect of lobbying in an organisation and how it affects the commitment of employees is something that is worthy of note. Lobbying is the act of attempting to influence a rule, instruction, law or a leader in order to favour one's own interest. In the military and the Nigerian Navy inclusive, lobbying can take the form of eye service. A gossip that claims to

know everything about people around him or her and freely shares this information to others without a request being made for such information during lunch period or posting confidential details on social media can destroy the reputation of his or her co-employees (Milliti, 2000). When information is sent out, especially when such information is untrue, it damages the morale of the employee and will negatively affect his/her efficiency at work in the organisation. Office politics is a vehicle for communication to control rumours. Rumour is a barrier to business activities which can reduce the commitment of workers by diminishing their emotional equilibrium (Musa, 2003). If serious steps are not taken, the condition might lead to physical illness which may in turn make the employee to stay away from work for some time. When employees stay away from work due to preventable illnesses arising from poor resource allocation which is an aspect of office politics, the effectiveness of the employees will be apparently affected to the detriment of the organisation.

Office politics directly affect the decision making of the organisation, decision making is critical in any organisation especially in the military. It can make or mar an organisational success. A self-doubting leader in an establishment can make decision that may affect the level of commitment and productivity of an organisation. It is sometimes referred to as staff' remorse and happens when an officer feels uncomfortable about some sort of decision. There are some decisions taken in an organisation which may be purely political in nature. Such a decision is meant to favour some group of people at the detriment of other staff. When the staff realise that a given decision is made to favour a class of employees, the disfavoured group will be dissatisfied and the level of commitment in the organisation will become drastically reduced.

Due to the inordinate ambition of some officers to be ahead of their colleagues, by indirectly usurping unmerited commendation, incentive or promotion that does not belong to them through wrong decision-making, the commitment level of the employees will be affected negatively. Some may go extra lengths to dispossess other officers of their ideas and credit, in order to form a basis for their own elevation. The psychological trauma that workers go through when their ideas or work are being stolen by a colleague through decision making is one thing that needs to be seriously considered. An employee, in an attempt to be duly promoted, may embark on hard work to ensure that the establishment achieves its goals. This hard work may take the employee some personal financial fortunes and sundry sacrifices to accomplish the task. At the end, he or she expects reward from the management which may come in the form of promotion or official commendation. If along the line, the idea was stolen from him through wrong decision-making and the reward he or she expects to receive is given to another employee, that singular act can crush his or her efficiency and sense of motivation in the establishment. As we all know, people like to be appreciated, officers of the Nigerian Navy inclusive). The purpose of this paper is to examine the relationship between office politics and employees commitment In Nigerian Navy Formations of South-South Nigeria**.**

The study was guided by the following research questions:

i. What is the relationship between lobbying and normative commitment of the Nigerian Navy in South- South, Nigeria?
ii. What is the relationship between lobbying and affective commitment of the Nigerian Navy in South-South, Nigeria?
iii. What is the relationship between lobbying and continuance commitment of the Nigerian Navy in South-South, Nigeria?
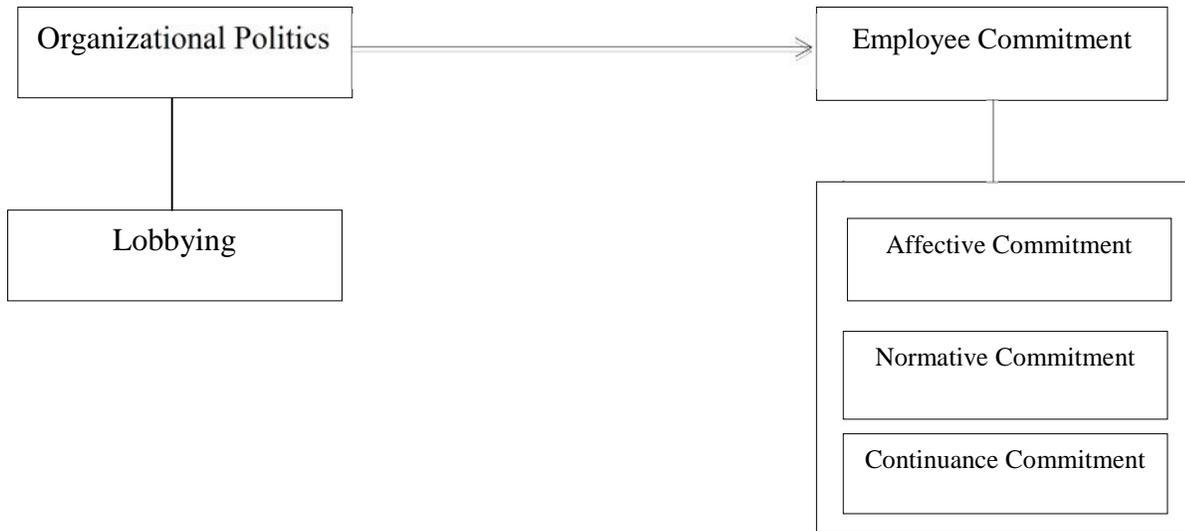
Fig.1: *Conceptual framework for the relationship between organizational politics and employee commitment*

Source: *Author's Desk Research, 2019*

LITERATURE REVIEW

Theoretical Foundation

Conflict Theory

The conflict theory was propounded by Karl Max. It stresses class relationship. This relationship is between upper class called the bourgeoisie (top naval officers) and the lower class or the proletariat (naval ratings) which influences the level of staff or officers' commitment. Conflicts in class originate from economic and structural inequality brought about by political intrigues (Jacoby, 2008).There is incompatibility between the upper and lower class in economic sense. The ruling class constitutes the upper class while the working class constitutes the lower class as pointed by Clinard and Meier in Eriega (2008).The lower class which in this case, comprises the naval ratings sometimes may suffer exploitation in the hands of the capitalist (senior officers) because capitalists aim at maximizing profit and minimizing cost of labour. As soon as this imbalance is made conscious among these two groups, this can make the affected officers'/employees' to be less committed (Zack, 2012). Whenever the deprived individuals feel powerless, normless, meaningless, culturally estranged and socially isolated in their place of work, these ratings'/employees'commitment level will be affected (Eriega, 2008).

Concept of Office Politics

Office politics is an individual self-seeking objective that focuses on securing advantage over others (Ferris, 2011). Office politics is considered as a burdening stressor that enables employees to clearly observe the uncertain working environments. It clearly defines the process of organisational decision taken by placing a leader who will carry out the policy and objectives of

the organisation. Office politics is a choice of the figure head who will direct the affairs of the organisation (Ferris, 2011).

Office politics, if not properly managed in the organisation is controversial, and a destructive or a negative use of power to fulfil personal goals (Elbanna, 2010). Elbana (2000) opined that employees playing politics in the organisation show that there is something significant to benefit, or risk to be taken (losses). Office politics is a personal or group decision to undertake certain level of risk that will make them relevant in the organisation or form action(s) whose primary aim is to promote individual and corporate reputation or something materialistic (Ferris, 2011). Organisational politics has become a prevailing issue in industries today, employees are now shifting from the normal work process to office politics because of the recognition and power attached to it (Nyehe, 2012).

Office politics is an intricate power that controls the political, functional, financial and social behaviour of the members of the organisation (Nyehe, 2012). Office politics is useful to improve employees' commitment because of the power to command them to do work. Nevertheless, it should be proper controlled if not it will be place in the hand of an individual who is not organisationally driven to achieve the corporate objective. In such a case, it will turn to self-interest or personal benefit at the expense organisational objectives (Nyehe, 2012). Office politics is not supposed to be at the organisational expense, it is concerned with building a united organisation that will bring all the members of the organisation to have a common objective or to achieve the corporate goal (Chen, 2014). Because man is a rational being, there is bound to be changes in the process of time, therefore, to effectively control these leaders, there must be established culture of the organisation. These include the laws, policies and procedures. Every organisation must establish guiding principles on which the principal officers and others members of the organisation must follow to take decisions (Chen, 2014). Office politics is a sequence of activities that employees engage in to achieve both corporate and individual objectives (Chen, 2014). Office politics is not explicitly defined at the engagement level of the employees by the organisation. The individual continues to develop this ambition in the process of time. Once the individual is elected into office, he/she has the power to determine operation of the organisation based on the organisational policy (Chen, 2014). Office politics finds its way into the organisation because of human competition (Chen, 2014). Competition is the driving force in the mind of the employees to achieve their personal and organisational goal(s). As a result, they are always looking for a way to acquire power. By so doing, their behaviour tends to shape the psycho-social and informal context of the environment of the workplace (Chen, 2014). This behaviour can only be controlled based on the norms or policies formulated to guide the activities of the individuals in the organisation. Proper establishment of rules and regulations must be established to shape the politics in the organisation (Chen, 2014). Office politics is a competition mechanism. It makes the employees to be seriously engaged in their work so that they can also move to the highest level of management (Chen, 2014). It is so serious in the organisation even though it is not typically recognized by the rules and regulations, and policies of the organisation. However, they exist informally, in some contexts, it can be visible or quite obvious (Chen, 2014). Enforcing rules and regulations on the officers engaging in office politics will guide them not to go beyond the boundaries. If employees are not properly guided it will lead to poor commitment, decreased task accomplishment, lessened organisational citizenship behaviour and job satisfaction (Chen, 2014).

Office politics is employees' defensive mechanism that secured them from the negative influence of management. Office politics helps management to streamline the process and

properly filter legitimate information for management consumption (Seo, 2003). These include power manipulation, trust issues and hidden agenda. Office politics functionally will benefit both the politically-skilled individual and other members of the organisation. It politically motivates majority to support the vibrant and effective leader of the organisation (Solomon & Joakim, 2010). Office politics is an inherent behaviour found in an individual in the organisation which is commonly referred to as "personality trait". It may not be a negative behaviour even though the interest portrayed may show individual benefit. As an organisation employs the individual, the objective is to pursue the organisational goal, and as the individual continues to achieve the organisational goal, the individual's personal goal will be achieved in the form of salaries and wages (Solomon & Joakim, 2010). Generally, an employee's promotion is based on ability, productivity or output. Office politics ultimately demonstrates the desire of the employees to be committed to their work (Solomon & Joakim, 2010).

Politically skilled staff can successfully manage turbulent organisational situations (Emeka, 2012). The politically skilled staff acquired the aptitude to take actions that support employees' feelings, increase trust and confidence among the employees (Emeka, 2012). Goziem (2012) opined that staff develops a set of positive political skills in an effective political environment. Office politics pave way through conflicts environment, campaigning for peace and harmonious relationship in the organisation (Emeka, 2012). Employees that have this perception of office politics command respect from staff. An officer that has this value is a key factor that influences employees' commitment (Ladebo, 2006). Other researchers argue that politically skilled officers work towards achieving organisational objectives. Office politics is a means of facilitating organisational change. Office politics is targets to achieve an organisation's vision and objectives. Office politics serve as a tool for coordinating teamwork and enforce confidence in employees of the organisation (Ladebo, 2006). Positive or constructive political behaviour is advantageous to the employee(s) and the organisation in general (Gotsis, 2010). Constructive political ability brings together the dissimilar interests of stakeholders of the organisation. Constructive politic behaviour set equilibrium or bases for healthy competition and enforcing motivations in the organisation (Gotsis, 2010). Butcher & Clarke (2006) argue that managers that are keenly aware of office politics are more likely to manage employees better than others that don't have this ability. Office politics directly promote equality among members of the organisation. Organisational politics is a key leadership concept that requires those that have the ability to care, show trust, good knowledge, and have the positive mind to increase organisational productivity (Drory, 2006). These leaders are influential and efficient in carrying out organisational function according to the underlined principles (Drory, 2006).

Political strategies are the affiliation, connections, alliance-creation or even guidance to gain position in the organisation (Gotsis & Kortezi, 2010). Political strategies are those processes of recognition and alliances of the employees that shaped the policies and enhance trust and are in conformity to achieving organisation's goals and objectives (Kurchner-Hawkins & Miller 2006). The researchers recognize that a liberal form of politics have positive effect on team work and also promote learning in the organisation. Office politics is an open system that allows every member of the organisation to stimulate persistent potentials towards acquiring knowledge to remain relevant in the organisation (Burgoyne & Coopey, 2000). The authors argue that an open form of politics enhances organisational flexibility, innovativeness, and interconnectivity within and outside the organisation. Mintzberg (1999) opined that office politics is a game played in the organisation. He stated that office politics pursue individual rightful ends especially in a whistle

blowing and Young Turks games. It is effective to correct irresponsible behaviours of employees in an organisation.

Lobbying

Lobbying is the art of trying to influence those in authority in order to receive a favourable outcome in a particular issue or cause. Lobbying is used in most businesses and other areas of human endeavour. It is legally accepted in the United States as a process to convince potential customers to buy their product or service. Lobbying is an effective political tool used in selling opinion to the potential buyers of a product (Kohler-Koch & Finke, 2007). It is a major factor that determine why some people win and some lose, or why some organisations are doing well while others are not. Today lobbying has gone beyond the political arena into office and businesses (Kohler-Koch & Finke, 2007). Lobbying is a competitive force that boosts the employees' commitment to the organisational goal. It has now become a concern to the scholars of politics why some people win and some lose. Some organisations are now doing well while some are shutting down because of their level of lobbying. The society is now a competitive business environment where there are so many products in the market. The employees of an organisation will be most willing to work with a manager that has a track record of good lobbying ability. A manager that has a good characteristic of lobbying commands respect and people are ready to obey him or her because they always win or succeed.

Many managers possess these characteristics. It is not something you have to learn in the school but a personal trait which is inherent in the people and is eventually developed for maximum productivity. As organization and employees are exposed to some certain conditions and rewards at work place, they begin to increase their lobbying ability to gain the highly expected position in the workplace. Those that possess these characteristics devote their time to work or they are committed to their work because they know that commitment leads to promotion. It is one of the elements that promotes democratic participation and enhances decision making. It facilitates stakeholders to formulate organisational policy development and implementation. In most context people mistakenly understood lobbying as the activity of dubious people. These people that lack integrity, introduced undue influence, unfair competition and implement partial rules and regulations (partial and effective policy making) to the detriment of the organisation. Lobbying creates a level-playing ground for all stakeholders to participate in effective policy making and implementation. It improves the principles of transparency and integrity in the employees of the organisation. Lobbying creates room for a consensus opinion, solicit for support to move forward and aim to bring in the organisational objective (Persson, 2007).

Manny countries and organizations today are engaging in lobbying. It is a process of implementing rules and regulations in the society. Lobbying enhances effective governance based on the people's opinion (Persson, 2007). It is a significant step toward employees' commitment for organisational decision making. Lobbying has been a major tool to reduced cost (cost-benefit outcomes). Lobbying initiates the willingness to comply to organisational policies and encourage management to enforce discipline into the organisation. Lobbying is a means of convincing the mind of the employee to buy your opinion; the individual willingly supports the officer's view without argument (Persson, 2007). Research has shown that there is no obvious punishment for lobbying, but it must be done in accordance with the law and not with force against the individual's conscience.

Concept of Employees' Commitment

Employees' commitment is based on several economic theories. The employees in the organization are working because of what they expect from the organization commonly referred to as reward or motivation. When employees are financially motivated, they tense to commitment to their work. The value of the work, have several element lime salary, recognition and fairness. Most employees are ready to add extra contribution to the organization because of how they are been recognized (Nyong, 2014).

Other researchers have shown that there is a positive relationship between office politics and organizational productivity. There are several factors that influenced employees' commitment in the organization, which included the condition of service, motivation relationship among staff and the expectation of the staff to grow (Eke, 2006). Organizations that have these conditions in place will always have their staff commitment to their duties. At the starting point of employees' engagement, there are certain things that they are expecting before accepting the offer. Organization that cannot improve the working conditions of the staff may not have committed workforce. Initiating office politics is a motivational factor that will actively staff willing to work (Eke, 2006). Zaidi (2012) highlighted some obstacles that may hinder employees' commitment as attitude of management, reward, promotion free will etc. Management that is not given the employees the free will to air their view can killed the moral of the staff. Zaidi explained that management should allow the employee to learn new skill and consequently feel a sense of control. Office politics establish a sort of communication channel between the management and the subordinate. Effective communication channel reduces the level of noise that may exist in business operation and office politics (credit theft). Nkwo (2010) argued that employees' commitment to work is a successful remedy to dysfunctional politicking. However, employee commitment is a participatory action that every levels of management need to be actively involved. Bishop (2016) argued that, there are strong indications that organizational cultures have a great influence on of employees' commitment. This is the assumptions about what comprises valuable employees' commitment and the appropriate location.

Nyong (2014) opined that employee commitment is the psychological state that characterizes the employee's relationship with the industry Nyong (2014). It is associated with the decision making as it bind members in the industry together Nyong (2014). Rajendran (2012) added that organisational commitment is the subset of employee commitment. It comprises of work commitment, career commitment and organisational commitment. Organisational commitment plays a vital role in employee stability and better customer service, hence increases business performance (Nyong, 2014). High employee commitment towards an organisation increases job satisfaction among employees, job performance, overall productivity and sales volume (Sussmann, 2002). In the same vein, it also decreases employee turnover, Other factors that triggers employees commitment are dependability, social processes and organisational climate (Igella, 2014) These factors enhanced employees' commitment. Employee commitment is a multidimensional component (Nedebbio, 2011). Motivation and job satisfaction has the highest impact on employees' commitment and productivity (Nedebbio, 2011). The higher the level of employee satisfaction, the higher they are committed to their work (Nedebbio, 2011).

Measures of Employee Commitment
Affective Commitment

Affective commitment is a key determinant that positively influenced the level of outcomes. Several researcher has contributed to the affective commitment as being emotional associated. Affective commitment generally refers to the way the employee emotionally attached to their

work (Dessler, 2005).

The organization as a community shared a strong bond between its employees. This includes the financial and non-financial benefit or psychological benefit. The organization provides opportunities to improve staff on their jobs professionally. The employees' is the active force that executes the long term growth and success of the organization. This active force must be directed to achieve the organizational goal by directly and indirectly solving the personal interest of the individual. Once organization is commitment to this individual interest, they indirectly fulfilled the organization goal (Dessler, 2005). The likelihood of affective commitment levels can be improved when the organizations are able to successfully provide such a medium for the individual employees to be committed by motivating the employees. Research has increasingly affirmed that organizational commitment is a key determinant for growth (Meyer & Allen, 1997). An employee with higher commitment is likely to be more eager and motivated to work (Meyer & Allen, 1997). Today organizations are facing major challenges such as restructuring and downsizing. To improve on this controlled factor it is necessary to understand the aspects that determine a worker's/organizational commitment as it is crucial improvement. Several factors affect personal characteristics (Mowday et al, 1970; Steers, 1977). Personal characteristics such as feeling, observation are key element in affective commitment. Allen and Meyer's hinged on the fact that organizational behaviours emulated from the individual behaviour, this means that the organization adopted the behaviours affects the three layers of commitment namely affective, continuance and normative commitment. Diverse factors are reported to significantly influence the three forms of commitment and their development (Mathebula, 2004).

Continuance Commitment

Continuance commitment is the willingness to remain in the organization as a result of personal investment. The personal investment is non-transferable, so if the individual stop working he/she stands the chance of losing it. Such investment like close working relationships with co-workers, retirement investments and career investments, acquired job skills, years of service, involvement in the community, and other benefits that may be too costly for one to leave and seek employment elsewhere (Beckers, 1960) This extrinsic form of commitment is derived from instrumental principles of compliance (O"Reilly& Chatman, 1986).

Continuance commitment is initiated and maintained as a result of job security, external constraints, in the form of reward or avoiding losses (Becker et al., 1996). External constraints (i.e., rewards and punishments delivered by one self-sources), are beyond self-determined (Gagne´ &Deci, 2005). It is however, important to note that while the perceived bond that underlying employees Continuance commitment exist. Employees continue to be attached to the organization even though it is not his/her mind to do so. It is a calculative attempt gear commitment the employees to work irrespective of poor motivation. It is personal perception or weighing of costs and risks associated with leaving the current Organization (Meyer & Allen, 1997). Meyer & Allen (1991) further state that "employees whose primary link to the Organization is based on continuance commitment remain because of the consideration of the losses or uncertainty. Continuance commitment is a transactional attachment (Romzek, 1990). He argued that employees carefully calculate their investment and the risk based on what they have put in and what they stand to gain if they remain in the organization (Romzek, 1990). In addition to the fear of losing their investments, individuals develop continuance commitment because of perceived lack of alternatives jobs. Continuance commitment therefore reflects a calculation of the cost of leaving versus the benefits of staying.

Normative Commitment

Normative commitment refers to person's feelings of obligation to stay with the organization. In other words, employees remain in the organization because they ought to do so. It is proposed that normative commitment is influenced by person's experiences both before and after entering the organization (Bergman 2006). This means that not only organizational socialization but also socialization that occurs in the families and society at large is also affects in the way employee's normative commitment develop. (Allen & Meyer 1990; Markovits, Boer & van Dick, 2013.). In a large meta-analysis it was found that the correlation between these two was 0.63 (Meyer, Stanley, Herscovitch, &Topolnytsky 2002, 28). Therefore, almost 40 % of the variance in one is explained by the other (Bergman 2006, 646). Markovits et al. (2013) argue that "this form of commitment is deeply influenced by the socialization process, values and beliefs stemming from family, school and community environment.

Organizational Politics and Employee Commitment

As noted by Bacharach (2005) politics is an essential skill in managers who wish to get things done. The art of how to get them on your side is crucial at any rank and has human resource implications. However, even today most of the studies that deal with organizational politics suggest that it is a predominantly negative phenomenon (Vigoda, 2003). Block (1988:5) states that "If I told you, you were a very political person, you would take it either as an insult or at best as a mixed blessing". Kanter (1979:166) argues that the terms "power", "force" and "politics" together create a whole whose general context is far from positive: "Its connotations tend to be more negative than positive, and it has multiple meanings." Similarly, organizational politics is often linked with terms such as cunning, manipulation, subversion, mutual degradation or the achievement of goals in improper ways (Drory & Beaty, 1991; Ferris & King, 1991). Mintzberg (1989:238) stresses that organizational politics reflect illegitimate force-relations between the organization's members. He contrasts organizational politics with "authority", (Mintzberg, 1989) which implies a legitimate force. The negative connotations of force and politics are well noted in the literature.

Kambey (2016) executed a study on the impact of affective, continuance and normative commitment to the industry in India: an examination of construct validity. The population of the study include all the workers in New Delhi, India. The sample of the study was one hundred and forty workers that were carefully selected by simple randomization. A self-made questionnaire was the instrument used to collect the data. The data was analysed with independent sample t-test. It was revealed that affective and normative commitment actually has a significant influence on the industry. On the other hand, continuance commitment does not have a significant impact on the organisation.

Farrukh, Ying and Mansori (2017) investigated the impact of five-factor model of personality on organisational commitment in the higher educational institutions of Pakistan. Quantitative methodology was adopted to measure the impact of personality on organisational commitment using a structured questionnaire. The finding show that extroversion, agreeableness and conscientiousness are positively linked to affective commitment and neuroticism and openness has negative association with affective commitment, Furthermore, extroversion and agreeableness were found to be negatively linked to continuance commitment.

Based on Gandz and Murray (1980) and Bacharach (2005) many of the organizations' members also believe that political behavior is necessary in many cases, especially if someone has an interest in advancing in the organization (promotion) and being acknowledged by his co-workers and employers as a good employee or as a talented manager. In fact, some aspects of

"good" politics in leaders' behavior, in general managerial decisions and in human resource processes may lead to constructive outcomes for the employer, the employees and the organization as a whole.

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population of the study was estimated to be 4067 staff in 8 Nigerian Navy formations of South-South, Nigeria. The sample size of 364 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Table 1: Relationship between Lobbying and Affective Commitment

		Correlations	Lobbying	Affective Commitment
Spearman's rho	Lobbying	Correlation Coefficient	1.000	.668[**]
		Sig. (2-tailed)	.	.000
		N	300	300
	Affective Commitment	Correlation Coefficient	.668[**]	1.000
		Sig. (2-tailed)	.000	.
		N	300	300
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Research survey, 2019.

Table 4.12 shows the Spearman's correlation coefficient; rho = 0.668** and the probability Value *(PV)* = 0.000 < 0.05 (level of significance). This is to show that there is a positive relationship between lobbying and affective commitment. Therefore, increasing the level of lobbying as a dimension of office politics will also increase affective commitment as a measure of employees' commitment. We therefore reject the Null hypothesis which says that there is no positive relationship between lobbying and affective commitment.

Table 2: Relationship between Lobbying and Continuance Commitment

Correlations

			Lobbying	Continuance Commitment
Spearman's rho	Lobbying	Correlation Coefficient	1.000	.663**
		Sig. (2-tailed)	.	.000
		N	300	300
	Continuance Commitment	Correlation Coefficient	.663**	1.000
		Sig. (2-tailed)	.000	.
		N	300	300

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Research survey, 2019.

Table 2 shows the Spearman's correlation coefficient; rho = 0.663** and the probability Value *(PV)* = 0.000 < 0.05 (level of significance). This is to show that there is a positive relationship between lobbying and continuance commitment. Therefore, increasing the level of lobbying as a dimension of office politics will also increase affective commitment as a measure of employees' commitment. Based on the result, we therefore reject the Null hypothesis which says that there is no positive relationship between lobbying and continuance commitment.

Table 3: Relationship between Lobbying and Normative Commitment

Correlations

			Lobbying	Normative Commitment
Spearman's rho	Lobbying	Correlation Coefficient	1.000	.494**
		Sig. (2-tailed)	.	.000
		N	300	300
	Normative Commitment	Correlation Coefficient	.494**	1.000
		Sig. (2-tailed)	.000	.
		N	300	300

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Research survey, 2019.

Table 3 shows the Spearman's correlation coefficient; rho = 0.494** and the probability Value *(PV)* = 0.000 < 0.05 (level of significance). This is to show that there is a positive relationship between lobbying and normative commitment. Therefore, increasing the level of lobbying as a

dimension of office politics will also increase normative commitment as a measure of employees' commitment. From the value obtained in the table above, we therefore reject the Null hypothesis which says that there is no positive relationship between lobbying and normative commitment.

DISCUSSIONS OF FINDINGS

The descriptive analysis and hypotheses tested show that there is a positive relationship between lobbying and employees' commitment in Nigerian Navy formations of South-South Nigeria. This is in line with the research of Perssion (2017) that those employees that possess these characteristics devoted their time to work or they are committed to their work because they know that commitment leads to promotion. They also believe that lobbying creates room for a consensus opinion, solicits for support to move forward and aim to bring in the organisational objective in focus. The analyses show that lobbying is an effective dimension that enhances employees' commitment in the Nigeria Navy formation of South-South Nigeria.

The finding reinforces previous studies by Beldona, Siu and Morrison (2006) and Amoako, Arthur, Bandoh and Katah (2012) found proper organizational politics leads to better performance in the public organisations. Within organizational culture, assumptions of bounded self-interest are far better representation of actual human behaviors. There are some selfish members of the organization, who mainly promote self-interests and at time, even at the expense of organization's objectives. According to Weissenberger-Eibl and Teufel (2011) there is a connection between the selection of a project for new product development and the impact of organizational politics.

CONCLUSION AND RECOMMENDATION

Office politics is described as an activity that permits people in an organization to accomplish goals without going through proper channels. Whether political activities assist or harm the organization depends on whether the goals of individuals are consistent with the goals of the organization. There is no doubt that political beliefs are an ordinary observable fact in every organization. The study concludes that office politics significantly predicts employee commitment in Nigerian Navy Formations of South-South, Nigeria. Again, lobbying significantly influences employee commitment in Nigerian Navy Formations of South-South, Nigeria.

The study recommends that management of Nigerian Navy Formations should actively focus on positive political behavior that will lead to employees' commitment. Again, Nigerian Navy Formations should pursue equal promotional opportunities for building loyalty and increase employees' morale competency, to reward committed, hard working and loyal employees, to increase employees' self-development that it limits high labour turnover and to promote competitive spirit and encourage employees to acquire the skills required by the organization.

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