ORGANIZATIONAL POLITICS ON EMPLOYEE COMMITMENT IN THE FLOUR MILL PLC

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Abstract

The study looks into how organizational politics affect employee loyalty at Flour Mill Plc. The primary source of data for this study's descriptive survey research design was its primary data source. The sample size for this research study consisted of a total of 288 questionnaires that were completely filled out and returned. Descriptive statistics, multiple regression, and correlation coefficients were used to test and analyze the data, and the results show that the overall regression model is fit. Results shows that workplace diversity had significant positive effect on employee commitment and also organizational design had significant positive effect on employee commitment. The study reached the conclusion that while enhancing organizational design would increase employee commitment, it would also decrease employee commitment. The study thus suggests, among other things, that the organization make sure that departmentalization, centralization, span of control, and unity of command are implemented.

Keywords: *Organizational Politics; Workplace Diversity; Organizational Design; Employee Commitment; Social Exchange Theory*
JEL Codes: *P00, J54, H00*

Introduction

The most valuable resource in every organization is its workforce. This is due to the fact that they enhance an organization's productivity, performance, and quality. They are most important to an organization's success because they are in charge of running the machines and carrying out other operational tasks. As a result, the organization's performance, which is influenced by employee commitment, determines its outcomes. Without a doubt, organizations need dedicated employees to function and accomplish their goals (Yaseen, 2020).

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The degree of a worker's attachment to his or her place of employment is referred to as employee commitment. The majority of committed employees have affection for their company, a strong sense of loyalty, and a better comprehension of the objectives and aspirations of their company (Jeong & Kim, 2022). Additionally, it describes a circumstance that employees associate with their organizations and their participation in those organizations. Evidently, the majority of loyal employees are generally pleased with their organization. Since they are appropriately motivated, these workers typically experience less stress at work. These help them perform better, and they typically behave well around an organization's processes. Employee turnover is less likely, absenteeism is rare, and punctuality in the workplace is a trait of committed workers. They also help their organizations' high levels of customer satisfaction and profitability (Cho & Yang, 2018).

Organizational politics, as per the study conducted by Lau, Tong, Lien, Hsu, and Chong (2017), it pertains to the covert strategies employed by employees, encompassing the multitude of actions they undertake within the workplace to gain influence, utilize it, and effectively manage resources in their pursuit of achieving their organizational objectives. Every organization has some level of power struggles and workplace politics. It is the way that employees act in relation to authority and power at work. It alludes to a method by which businesses evaluate the various perspectives and operational skills of employees at their places of employment. It has to do with how employees leverage their position of authority and social capital within their organizations to effect desired changes that are advantageous to their fellow employees. It is also considered to be self-serving behavior used by employees to increase their chances of succeeding at work (Salem, 2015).

Organizational politics, a form of power play, is significant in organizations (Zhao, Liang, Yao, & Han, 2022). Some employees may participate in organizational politics for private gain at the expense of other employees and the organizations as a whole. These employees typically participate in office politics to gain access to both material and immaterial resources owned by the companies for which they work. They engage in power struggles at work to gain access to status and phony authority, which they use to influence the behavior of other employees. It has been demonstrated that how employees perceive organizational politics affects their attitudes, behaviors, and organizational commitment as well as their performance (Jeong & Kim, 2022).

However, there is a lack of dedication among manufacturing workers, particularly in the food and beverage industries. A few of the reasons for this include poor pay, Within the realm of detrimental work conditions, diminished motivation, inadequate incentives, and the presence of organizational politics are noteworthy factors. Among these influences, organizational politics stands out as the most prevalent. As a result, this study delves into

the impact of organizational politics on employee commitment within Nigerian food and beverage manufacturing companies.

This study's primary goal is to analyzing the Influence of Organizational Politics on Employee Commitment at Flour Mill Plc. First and foremost, the specific goals are to look into how workplace diversity affects employees' commitment at Flour Mills Plc; secondly, they are to determine how organizational design affects employees' commitment at Flour Mills Plc. As a result, the following research questions form the foundation of this investigation: First off, does workplace diversity affect the commitment of employees at Flour Mills Plc? (ii) How does organizational design impact the loyalty of the workforce at Flour Mills Plc?

According to policymakers, the study will be important for all institutions, but particularly the manufacturing industry, as it has come out at the ideal time to support national policies, particularly the policy to make the manufacturing industry the engine of economic growth. It will undoubtedly contribute to knowledge advancement and lay a strong foundation for upcoming research projects in areas related to organizational politics and employee commitment. Finally, future researchers interested in organizational politics and employee commitment will likely find this study to be a gold mine of information.

2. Literature Review

2.1 Organizational Politics

The significance of politics in businesses is substantial as it shapes the decision-making processes of leaders. Depending on its usage, politics can either exert a detrimental or beneficial influence on workplace interactions among colleagues (Cho & Kim, 2018). In essence, the dynamics of an organization's political climate can be deduced from the manner in which its employees engage with one another. As defined by Amponsoh-Tawiah and Annor (2017), organizational politics pertains to the pursuit of personal ambitions within an organization, irrespective of whether these aspirations align with the organization's objectives.

According to Jeong and Kim (2022), organizational politics can be described as deliberately orchestrated actions aimed at optimizing either immediate or future self-interest. This concept aids in comprehending the inherent balance of competition and collaboration within organizations, serving as a fundamental conceptual framework. In the pursuit of favorable results in business endeavors, employees engage in actions that serve their personal interests. This may entail leveraging power and utilizing social dynamics within the workplace to instigate changes that benefit either the company or the employees themselves (Naseer, Raja, Syed, Donia, & Darr, 2016).

Workers participate in self-interested organizational political activities in order to increase their opportunities of success in their companies, claim Lau, Tong, Lieu, and Hsu (2017). People might use their power without taking into account how it might affect the company as a whole. Only a few examples of personal advantages include having the privilege of accessing tangible assets or intangible advantages, such as status or pseudo-authority, that exert an influence on how other people behave (Takeuchi, Yu, & Lin, 2022). According to some definitions, organizational politics is a complex fusion of influence, behavior, power, and knowledge of the processes involved in leadership. In general, it is also connected to things like power struggles, the capacity to shape roles and sources of power, and self-serving behavior within an organization (Shrestha, 2021).

Abun et al., (2022) defined organizational politics as the measures necessary to convince individuals or groups within an organization are referred to as influencing actions. According to Malik, Shahzad, Raziq, Khan and Khan (2018), when exploring the link between organizational politics and employee attitudes, two aspects of organizational politics should be considered. The sequence begins with organizational politics, followed by reality. Secondly, an employee's exposure to organizational politics can have both advantageous and detrimental consequences. Therefore, it is essential to consider both organizational politics and policies.

Gaji, Madaki, Bello and Hussaini (2021) define organizational politics as the actions and conduct exhibited by individuals within an organization to improve their performance and advance their professional careers. People's behaviors align with their perception of reality, so politics matter to the employees of a company (Fiaz & Qureshi, 2021). Despite the fact that reality may differ, people can still react to situations based on their perceptions. Some people think that organizational politics should be used to address internal issues, making an employee's stance on politics a requirement for employment. The pursuit of a person's rights in society through negotiation and consultation, it is widely believed, is the original definition of politics (Amponsoh-Tawiah & Annor, 2017).

2.2 Dimensions of Organizational Politics

2.2.1 Workplace Diversity

Workplace diversity, as defined by Zhao, Liang, Yao, and Han (2022), involves an organization's recruitment of individuals from a broad spectrum of backgrounds. It is important to note that diversity encompasses a wide array of characteristics, such as age, gender, race, ethnicity, sexual orientation, language, educational history, and numerous others, contrary to common misconceptions. The staff mix of a company is influenced by factors such as age, gender, race, ethnicity, religion, social class,

education, national origin, language, skills, and occupations (Saleem, 2015). Most academics and researchers have categorised diversity into groups, frequently into four main categories: personality, internal characteristics of diversity, external workplace factors, and organizational aspects of workplace diversity. Gender, race, ethnicity, intelligence, and sexual orientation are a few examples of the internal characteristics of diversity. The external aspects of workplace diversity focus on age, marital status, culture, and nationality. Position, department, and union are discussed in the organizational characteristics of workplace diversity (Naseer et al., 2016). Dimensions of personality that can be captured include traits, abilities, and skills.

According to Handayani (2017), the dimension of workplace diversity and its associated sub-variables are anticipated to facilitate the cultivation of a diverse work environment, elevate professionalism and productivity, and ultimately improve organizational performance. When an organization's diverse skills and competencies harmonize with one another, it is more inclined to nurture a cooperative workplace atmosphere, heighten productivity, and achieve outstanding business outcomes. Workplace diversity can serve as a catalyst for the company's creativity and innovation, affording it a competitive edge and driving profitability by offering customers enhanced value. The majority of organizations and institutions have benefited from supporting the company's development (Lau et al., 2017). The complexity of workplace diversity is one of the difficult issues of essential business management, though. The knowledge, problem-solving abilities, and professional skills of employees all improve as a result of diversity, claim by Gaji, Madaki, Bello and Hussaini (2021).

Additionally, it increases organizational productivity and attractiveness and helps the company draw in key personnel. Employees' experiences of organizational rudeness and discrimination put a cap on diversity (Abun et al., 2022). Giving workers this sort of treatment can undermine workplace appeal, teamwork, profit growth, and morale (John-Eke & Gabriel, 2019). The organization must deal with these problems in order to benefit from or exploit workplace diversity. The company should encourage good communication, fostering team cohesion, and nurturing a sense of community within the workplace, all aimed at bolstering acceptance, productivity, and the potential for profit growth. (Fitriastuti, Larasatie & Vanderstraeten, 2021).

2.2.2 Organizational Design

Organizational design refers to the vertical and horizontal arrangement of departments, lines of authority, and tasks within an organization, as defined by Okeke and Mbah (2019). This arrangement empowers managers to allocate and delegate the tasks necessary to accomplish the primary objective. According to Olusegun (2019),

organizational design is the general process for decomposing jobs into smaller tasks and coordinating those smaller tasks within the organization. The overall organizational structure, which has a pyramidal shape, governs every hierarchical relationship between managers and workers inside of a company (Ganesh, 2021).

In the word of Shrestha (2021), organizational design is the establishment of a framework that establishes a system for delegating authority and responsibilities within an organization. It involves the formal distribution and coordination of job responsibilities and duties to achieve overarching corporate goals and objectives. Much like the grouping, division, and coordination of job tasks outside an organization, organizational design delineates the formal procedures employed within the organization. Samaila, Uzochukwu and Ishaq (2018) define organizational design as a structured framework of task assignments and reporting relationships that govern how employees utilize organizational resources to achieve broad goals and objectives.

Organizations use organizational design as a control strategy and a mechanism to affect employee productivity. Organizational structure, according to Gaji et al., (2021), focuses on how power is allocated, responsibilities are assigned, and rules and regulations are upheld by all level managers within the organization. Determine how the various components of the organization should relate to one another using the organizational structure. This relationship networks the employees' roles and positions within the company in order to manage their behaviors and perceptions of the nature of the workplace (Fiaz & Qureshi, 2021).

2.3 Employee Commitment

Organizational commitment is a concept that has drawn significant attention from academics in a variety of fields, including management, business administration, industrial psychology, and public administration (Ogunkoya, Elumah & Shobayo, 2013). Employee commitment has emerged as a substantial key concept in organizational research as a result of its connections to work-related constructs like absenteeism, turnover, job satisfaction, job-involvement, and leader-subordinate relationships (Huhtala & Felt, 2016). Employee commitment is the level of a person's involvement and identification with the organization. The concept is among the most frequently examined work attitudes by practitioners and researchers. Committed employees are more inclined to remain with the organization and contribute to its goals and objectives. Three distinct psychological states, namely affective commitment, continuance commitment, and normative commitment, are believed to impact an employee's decision to remain with or depart from the company. Affective commitment pertains to an employee's emotional connection and sense of belonging to the organization. Greater feelings of loyalty, belonging, and stability are among the benefits for the staff.

Affective commitment is connected to individual characteristics, organizational structures, and professional experiences, claim Dan-Jumbo and Waribugo (2018).

A continuation (economic/calculative) commitment is what an employee would have to give up if they had to leave the company. Because they believe they will receive material benefits, employees who have a continuous commitment to the organisation as their principal bond continue to work there (Laurie, 2014).Therefore, if employees believe that staying with their current employer is their only viable option, they will be highly motivated to do so. Any decision that increases perceived costs, like direct or indirect investments in the organization, should be connected to a dedication to consistency. According to Kooskora and Magi (2010), normative commitment develops as a result of socialization experiences that emphasize how acceptable it is to stick with one's employer or as a result of receiving benefits like tuition reimbursement and skill development that make the employee feel obligated to pay it forward.

According to Ma'amor et al., (2012), Employee commitment is the extent to which a worker aims to align themselves with a company, its objectives, and its aspirations, with the intention of joining and staying with it. The relationship between the employee and the business is psychological. The connection includes identification, compliance, and internalization. Employee commitment is a measure of a person's level of involvement with a company. Commitment is characterized as an individual's readiness to invest their time and energy in a cause they support, a pledge they've undertaken, or a formal choice to initiate action. To devote oneself to a cause is to show commitment. Employee commitment, as described by Khuong and Dung (2015), represents the psychological connection each employee forges with the organization. The dedication of a worker can be gained or acquired. An organization will have an employee's loyalty if they are happy with the company's actions and feel an emotional connection to it (Ouma, 2017).

2.4 Organizational Politics and Employee Commitment

Political strategies are typically used by all organizations (Olusegun, 2019). Political tactics have a small influence on employee commitment. Employees' interpretation of organizational politics serves as a reliable gauge of their perception of the workplace as politically driven, prioritizing personal interests over fairness from an individual standpoint (Gaji et al., 2021). Because of their strong political views, employees also have strong feelings about unfair, dishonest, and manipulative business practices.

Perceived organizational politics is viewed as detrimental to individuals because it can impact employees' commitment to the organization, engagement in organizational citizenship behaviors, job satisfaction, experience of job stress, and overall job performance. According to Ganesh (2021), perceived corporate politics will significantly

affect a range of employment outcomes, including employee loyalty. Political impressions have an effect on how employees feel about their company, their co-workers, and their mentors. People who consider organizational politics to be unhealthy may begin to have issues with their habits (Khan et al., 2020).

Views of organizational politics have an impact on how employees think about their employer, managers, and mentors, which has an impact on workplace satisfaction (Olusegun, 2019). In the end, they affect how well employees perform at work. Similar research has shown that organizational politics have a detrimental effect on employee performance. According to all of them (Okeke & Mbah, 2019), one of the many negative effects of employees' perceptions of corporate politics is lower employee performance. Furthermore, according to Ganesh (2021), there is a bad correlation between commitment on the part of employees and how they view organizational politics. Jabid et al., (2021) found that employees who engage in organizational politics exhibited increased levels of job commitment. A study conducted by Opoku and Arthur (2018) discovered that individuals working in the telecommunications sector, who perceived a higher prevalence of general political behavior, were more likely to report reduced levels of job dedication.

2.5 Theoretical Review

2.5.1 Social Exchange Theory

The Social Exchange Theory (SET), originally proposed by Blau in 1964, posits that human interactions are shaped by the exchange process (Blau, 1964). In this framework, social behaviors and interactions are considered outcomes of exchanges. When favors are granted, leading to unspecified future obligations and outcomes beyond the giver's control, it relates to ambiguous commitments. These resources can be either socio-emotional (such as loyalty, compassion, and respect) or interpersonal (like financial exchanges). Essentially, this concept aligns with the reciprocity norm introduced by Gouldner in 1960, where one party initiates an exchange by offering a benefit to another. If the recipient reciprocates, a sense of reciprocal duty is established, leading to a series of beneficial exchanges.

The Social Exchange Theory demonstrates the significance of communication and interaction in human relationships, explaining why some relationships thrive while others falter and why individuals initiate and maintain particular relationships (Olusegun, 2019). This theory enhances our understanding of interpersonal relationships, asserting that people make decisions based on logic aimed at maximizing their gains. Many people value attributes like acceptance, loyalty, financial security, love, and companionship, making it

satisfying to be in a relationship with someone who enhances their social status (Opoku & Arthur, 2018).

A crucial conceptual framework used to describe workplace behavior is the Social Exchange Theory (SET). According to SET, social interactions, including organizational politics, comprise a web of interconnected transactions in which one party's actions, such as their level of engagement, can be influenced by another's behavior, such as their involvement in political activities. Hence, accepting a benefit implies an obligation to reciprocate. The interpretation of offers or benefits may vary among different employees and organizational power players, making involvement highly unpredictable. The structured and competitive nature of political activities, coupled with their significant relevance to personnel, makes it challenging to gauge employee engagement in a political work context. Understanding how to respond to organizational politics, in particular, involves recognizing that perceptions of political activity and rewards are intertwined with subjectivity in a work environment, resulting from psychological constructs. Both the employee engagement and social exchange perspectives acknowledge this complexity.

2.5.2 Theory of Justice

According to Rawls (1971), the equity theory provides a theoretical foundation for understanding the connection between organizational politics and employee commitment. This theory represents an evolution of the concept of justice attributed to thinkers from the 17th and 18th centuries, including Locke, Rousseau, and Kant. Rawls (1971) constructed his theory on two distinct principles: the first calls for fairness in the distribution of basic rights and obligations, while the second asserts that social and economic disparities, such as differences in wealth and power, are only justifiable if they result in benefits for everyone, particularly the most disadvantaged members of society (Shrestha, 2021). Rawls' (1971) theory of justice is based on the belief that ethical discourse has an objective, rational, and cognitive foundation, aiming to: (a) identify and explain the shared moral principles underpinning well-considered ethical judgments in society, (b) determine whether these shared principles would be accepted under conditions of objective thinking and reflection, and (c) demonstrate that workable "fair" principles are acceptable. The central question is whether individuals in a just society would support and be supported by those whose individual life plans were organized within "rational life plans" (Ugwu et al., 2018).

Wijewantha, Jusoh and Azam (2020) summit that legal research formed the basis of the initial work on justice. While much of this research focused on how citizens perceived legal systems and dispute resolution, it was later expanded to cover other contexts, including citizens' interactions with the police, assessments of politicians and educators,

dispute resolution, and performance evaluations (Samaila et al., 2018). The findings of these subsequent studies confirmed the primary conclusions that distributive and procedural justice are two components of organizational justice that impact employee commitment. Inference can be drawn that if a political action accounts for both distributive and procedural justice, it will be perceived as fair and will enhance employee engagement. While procedural justice assesses whether the method used to grant incentives is fair, distributive justice ensures that outcomes are equitably distributed within the organization, encompassing matters related to salaries and promotions (Olusegun, 2019). Therefore, employees are more likely to be productive and trust their supervisors even in times of conflict because they view them as fair and dedicated to managing the organization's affairs (Opoku & Arthur, 2018). This holds true whenever employees in an organization perceive both distributive and procedural justice.

3. Methodology

The workforce of Flour Mill Nigeria Plc served as the study's population. As of March 31st, 2023, Flour Mill Nigeria Plc employed 14,813 people across its various departments, according to the human resource manager of the company. Therefore, 4,813 employees of Flour Mill Nigeria Plc were included in the study's population. Using the formula developed by Taro Yamane in 1967 for calculating sample size at 10% standard error, 288 employees were sampled. The descriptive survey research design, which also used primary data, was used in this study. The information was gathered by administering a carefully constructed questionnaire to study participants.

The research tool used to gather the data was a questionnaire. In order to guide the investigation, the researcher created the questionnaire's items in accordance with the questions asked. The instrument contained closed-ended questions. The items in the research instruments were validated using the content validity method. The split-half reliability approach was used to validate the study instrument as well. During a specific phase, the researcher administered the instrument to ten employees of De-United Foods Limited in Lagos who were not part of the main study. The responses of these ten workers were divided into two groups of five each. The relationship between these two groups was assessed using Cronbach's Alpha. The result revealed the instrument's reliability, supported by a Cronbach's Alpha coefficient of 0.7211 (72.1%) obtained from the responses of the two groups.

4. Results and Discussion

The data would be analyzed using frequency count and simple percentage for each justification advanced by respondents after being collected and sorted from properly completed questionnaires. The data's descriptive statistics are displayed:

Table no. 1 - Descriptive Statistics of the Data

Details	Percentage (%)
Department:	
Administration	2.0
Production	26.3
Procurement	2.7
Sales and Finance	25.6
Marketing	38.3
Research and Development	1.3
Technical	3.8
Gender:	
Male	58.3
Female	41.7
Age (In years):	
Below 20	19.4
21-30	33.4
31-40	27.8
41-50	19.4
Above 50	0.0
Marital Status:	
Single	16.7
Married	83.3
Separated	0.0
Divorced	0.0
Highest Educational Level:	
O'Level	9.0
Ordinary National Diploma (OND)	20.1
Higher National Diploma (HND)	36.1
First Degree (Bachelor's Degree)	22.2
Second Degree (Master's Degree)	6.9
PhD. (Doctorate)	5.6
Others	0.0
Management Cader:	
Junior Staff	76.0
Senior Staff	24.0

Source: Researcher's Fieldwork (2023)

4.1 Hypotheses Testing

4.1.1 Hypothesis One

H_{01}: The findings suggest that workplace diversity does not have a statistically significant impact on employee commitment in Flour Mills Plc.

Table no. 2 - Regression Results on the Influence of Workplace Diversity on Employee Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.726	.351		7.762	.000
	Workplace Diversity	.289	.097	.414	2.984	.005

a. Dependent Variable: Employee Commitment

Source: Researcher's Fieldwork (2023)

The result in table no. 2 showed that workplace diversity had significant positive effect on employee commitment (t = 2.984; β = .414; p = .005; p < 0.05). The coefficient of .289 suggested that workplace diversity has positive relationship with employee commitment. The beta factor showed that 0.414% increase/decrease in workplace diversity would lead to 1% increase/decrease in employee commitment. The t-value of 2.984 suggested that there was higher evidence against the null hypothesis one stated for this study. This suggested that the null hypothesis was rejected leading the acceptance of the alternative hypothesis one. On this note, the study found that workplace diversity had significant impact on employee commitment.

4.1.2 Hypothesis Two

H_{02}: There is no significant impact of organizational design on the commitment of employees in Flour Mills Plc.

Table no.3 - Regression Result on the effect of organizational design on employee commitments

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.857	.381		2.249	.030
	Organizational Design	.786	.103	.760	7.665	.000

a. Dependent Variable: Employee Commitment

Source: Researcher's Fieldwork (2023)

Table no. 3 The study's results demonstrated a significant, positive impact of organizational design on employee commitment (t = 7.665; β = .760; p = .000; p < 0.05). The coefficient of 0.760 indicates a positive relationship between organizational design and employee commitment. Specifically, it suggests that a 1% increase in employee commitment corresponds to a 0.76% increase in organizational design. Moreover, the higher value of the t-statistics provides strong evidence against the null hypothesis, leading to its rejection in favour of the alternative hypothesis. Consequently, the findings suggest that organizational design plays a role in enhancing the commitment of employees at Flour Mill Nigeria Plc.

4.2 Discussion of Findings

The objective of this study was to assess the influence of organizational politics on the commitment of employees at Flour Mill Nigeria Plc. Two factors, namely workplace diversity and organizational design, were utilized as indicators of organizational politics. Employing linear regression, we analyzed primary data gathered through a questionnaire. The results revealed a robust positive relationship between employee commitment and workplace diversity. These findings align with the conclusions drawn by Abbas and Awan (2017) and Ahmed (2018, who identified a significant positive effect on employee commitment. Conversely, the results contradicted the assertions made by Chukwuma et al. (2019) and Cletus, Mahmood, Umar, and Ibrahim (2018), who contended that workplace diversity had no substantial impact on employee performance.

Additionally, the study found that organizational structures characterized by features such as formalization, centralization, span of control, rules, and procedures had a notable impact on employee engagement. These findings provide support for the claims made by Ugwu, Okafor, Onyishi, Casimir, and Chinedu (2018) and Khan, Siddiqui, Zhiqiang, Weijun, and Mingxing (2021), who asserted that operational processes, formalization, and decentralization significantly affected employee engagement. Contrary to the position taken by Asad, Muhammad, Rasheed, Chethiyar, and Ali (2020), who posited a weak correlation between organizational design and employee engagement, our results refute such claims.

Conclusion

The primary aim of this study was to investigate the influence of organizational politics on employee loyalty, assessed through workplace diversity and organizational structure. Cross-sectional primary data were collected for analysis, with data evaluation conducted through linear regression analysis. The results revealed a significant impact of workplace diversity on employee commitment. Specifically, higher workplace diversity at

Flour Mill Nigeria Plc correlated with increased employee commitment. Furthermore, the study identified a positive relationship between organizational design and employee commitment, indicating that as organizational design improved, both employee commitment and loyalty to the organization would increase.

In light of these findings, several policy recommendations have been proposed to enhance employee commitment through organizational politics. Firstly, Flour Mill Nigeria Plc should leverage the benefits of workplace diversity by promoting gender sensitivity and equitable distribution of responsibilities, actions that have the potential to boost employee loyalty. To ensure alignment with organizational goals and, consequently, heightened employee commitment, the organization should also work on improving formalization, departmentalization, centralization, span of control, and unity of command as elements of organizational design.

It's worth noting that this study has some limitations. It used workplace diversity and organizational structure as proxies for organizational politics, omitting considerations of organizational democracy and culture. Future research should address these gaps. Additionally, the study relied on cross-sectional quantitative primary data. A study of this magnitude could benefit from incorporating longitudinal data and employing a triangular method that combines quantitative and qualitative approaches. Furthermore, since the study was conducted at Flour Mill Nigeria Plc, its findings may not be universally applicable, emphasizing the need for future research to encompass a broader range of commercial organizations.

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