Improving Commitment with Democratization at Workplaces: Empirical Evidence from Pakistan

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A B S T R A C T

During the last two decades, an interesting phenomenon of alternatively managing the organizations is under great debate. Scholars are arguing and expecting similar kind of success from democratization at the workplace which it had proved in political arenas and systems. The present study focuses on the importance of adopting democratization in organizations and their attitudinal and behavioral impacts. More specifically it adds to limited empirical literature countering the democratic ideas by arguing and providing evidence for the impact of organizational democracy on affective, normative and continuance commitment. A sample of 209 employees working in 26 different bank's branches of Gujrat and Mandi Bahauddin districts of Punjab, Pakistan was obtained through a survey questionnaire. The hypotheses testing was done using various tools including structural equation modelling (SEM). The results show the significant direct impact of organizational democracy on all three dimensions of organizational commitment with insignificant effects of perception of politics used as a mediator. The study overcomes the gaps of empirical evidence on organizational democracy which was only theoretically supported.

INTRODUCTION

The idea of gaining competitiveness using the organization's intangible resources have become more and more challenging, giving rise to many new management concepts, theories, and practices. One of these alternative concepts emerged in the past few decades about managing organizations efficiently, effectively and progressively is the adoption of democratic practices in organizational process, operations and affairs. Democracy is a political system referring to the control and authority of the people in decision making within an institution. Its history can be traced back to seventh century B.C., (Kitto, 1951); and over the years, this political narrative originated from western culture penetrated into their economies and then in their organizational systems (Kerr, 2004). Bennis and Slater (1964) in their article published in Harvard Business Review farsighted that democracy would be a trend in both workplace and society since it is the most efficient social system in times of unrelenting change. Democracy at the workplace provides a broad way of thinking about common approaches that squeeze contestation and

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discords. Though many researchers as mentioned earlier had tried to explain pro-democratic effects on organizations and their related outcomes, but empirical evidences for these claims are very rare. Till date, the applications of organizational democracy are oblivion and needs broader investigations that can practically amalgamate its goals to build more committed and satisfying workplaces.

Organizational commitment is among the key factor affecting the employee's decision of leaving or not the organizations. Due to its influential impact on employee as well as organizational outcomes researcher's focus on its investigation is increased (Dunn, Dastoor and Sims, 2012). Many different dimensions and components by different scholars were added to this construct including loyalty, trust, belief, identification, involvement etc. (Vallejo-Martos, 2011). Henkin and Marchiori (2003) defined "organizational commitment as a feeling of employees which force them to be the part of their organization and recognize the goals, values, norms and ethical standards of an organization". It was argued that a committed employee will show less intention to leave job, less absenteeism, high motivation and improved performance at work. This will help organizations to reduce the cost of re-hiring, indirect expenses, hurdles of new hires and others. This ultimately results improvement in employee's loyalty, trust on supervisor and organization, performance skills, working efficiency and motivation level. However, the commitment resulted from adopting the democratic practices often face impartiality or hurdles once introduced with negative construct e.g. perception of politics.

Perception of Organization Politics (POP), perceived or actual has a high adverse effect on employees (Ferris et al., 1989). Since from last twenty years, organization politics unfortunately, remain as "fact of life" (Kacmar and Baron, 1999). Burn (1961) was the first who describe politics in management literature and suggested that "politics in organization occurs when there is competitive situation, misuse of resource happens which are either scarce or rare". In organizations where such perceptions are in prevalence, conditions like un-justice, uncertainty and undue favoritism provide added fuel to the negative outcomes. However, a more clear and generic overview of this important organizational construct is still awaited (Miller et al., 2008).

The study advocates the need for restructuring 21st century traditional workplaces into alternative/democratic ones will not only help their employees to become more committed but also improve their perceptions about organizational goals and objectives. Additionally, the study tries to improve epistemology of organizational democracy at workplace where it can help in creating more committed workplaces with minimum organizational evils and dependencies. Using all three dimensions of commitment, the present study tried to empirically find the earlier communicated relationship between organizational democracy and commitment (Harrison and Freeman, 2004; Weber et al., 2012; Chen, 2013 and Safari et al., 2017) under the mediating role of perception of organizational politics. Based on the narrative, the objectives of this research include 1) to empirically investigate the relationship between organizational democracy and organizational commitment, 2) to evaluate the role of perception of politics between organizational democracy and organizational commitment, 3) To empirically assess and discuss the measurement model developed in this study. This work also largely relates to management field with scope and application related to organization behavior and communication management. It helps to make a valuable contribution to organizational democracy and behavioral management literature. To the best of researcher's knowledge, no previous study/work has been conducted on organizational democracy's effect on commitment with perception of organization politics.

LITERATURE REVIEW

Organizational Democracy

'Democratization *or Democracy'* in organizations as a system of managing and running firm's affairs is under great debate since 1960's (Bennis, 1966; Freeman and Harrison, 2004; Battilana et al., 2016; Han and Garg, 2018). Though over the years, democracy in organization is denoted by different meanings and explanations, but workers or employee's participation in decision making remained the conventional interpretation of organizational democracy by many democratic theorists earlier (Pateman, 1970; Seibold and Shea, 2001, King and Land, 2018). But later it was revealed that organizational democracy is not only consistent with participation, making it an ethical imperative, but it is also required for an employee's basic health (Foley and Polanyi, 2006) and improves productivity (Kerr, 2004, Hickland, 2017). Cheney (1995), defined democracy as "a system that not only truly reflects individual goals and feeling (work enrichment, right to express and equitable remuneration) but also encompasses institute's objectives (efficiency and effectiveness), which actively foster the connection between these two sets of concerns by encouraging individual contributions to important organizational choices, and which allows for the ongoing modification of an organization's activities and policies by the group". In short, he considered organizational democracy as a process; specifically, collective development, a celebration of self-reflection and individual opportunity. Miller (1999) also argued that democratization at the workplace is not just participation as it involves realization of workplace standards for a democratic society. Laclau (2014) claimed democracy in the organization as a great signifier of development, as its apparent optimistic meaning provide great value to people. In his view, democracy provides a broad way of thinking about common approaches that squeeze contestation and discords. Employees get empowered with rights of questioning others for what and why they are getting, and others are not (Eidlin and Uetricht, 2018)?

Organization Commitment

Cater and Zabkar (2009) claimed organizational commitment as a most important and high rated human factors & construct that has affected organizational outcomes. Literature treated organizational commitment as a psychological attachment of employees with their organization comprising of three related but distinct components including affective, normative and continuance (Shaw et al., 2003). Affective & Normative commitment, share the emotional attachment and perceived obligation of an employee with his/her organization respectively, continuance commitment, deal with not quitting the organization due to high cost of leaving organization. It is a feeling of employees which force them to be the part of their organization and recognize the goals, values, norms and ethical standards of an organization (Henkin & Marchiori, 2003).

As research on organizational commitment improved, researchers found it more influential and consistent with respect to its impacts on various employee and organizational level outcomes (Gao et al., 2016). Though previous research had either selectively chosen any one of the organizational commitment's component or considered it as one single construct (Simosi, 2013). Riketta (2008) in his

studies found a positive and significant influence of commitment on employee's involvement and attachment to organization. Nevertheless, organizational commitment has different types and conceptually they all are different, but literature (Rezaei, 2016) supports the extent to which individual is attached to organizations includes portion of all (Cater and Zabkar, 2009). Studies using all components of organizational commitment becomes more vulnerable with high validity and coverage (Roe, Solinger and Van-Olffen, 2009). Thus, this study also uses all the aspects/components of organization commitment.

Perception Of Organization Politics

Ferris et al. (1989) argued that "politics are the source of stress that elicits strain responses from employees, this attitude further encourages the political behavior within the organization which ultimately has indirect effects on turnover intentions and performance through more immediate outcomes". Ferris and his colleagues (1989) developed research driven theoretical model for perceptions of organization politics. Elbanna (2016) explained the political perspective of the organization and show how they can influence organization decision making by using power or by action which can exert creation of coalitions, groups, and timing tactics and outside consultant. The use of such power may cause negative impact for the overall benefits of organization and manipulation of information. For firms with large size and operation boundary, such concerns may increase dramatically. It encourages the people to work against the formal system and authority for the personal coalitions and benefits (Mintzberg and Waters, 1985). However, apart for the negative impact it is also argue that organizational politics significance meant for those who wish to gain personal benefits from misuse of its resources, in material or in reputation (Child et al., 2010). All organizations possess some degree of politics which caused by the different interest and ideas, inside organization (Ferris et al., 1989).

Even though the work on organization politics literature is improving day by day yet lot of pitfalls are still attached with its clarification. In some circumstances the politics in the organization increases due to lack of rules and regulations while in some cultural disturbances become reason of its occurrence. If prior situation occurs i.e. no rules and regulation individuals will make their self-created rules and decision-making environment, which may be considered political (Kacmar and Carlson, 1997). Another factor which was consistently associated with the organization politics was conflicts. Conflicts are common in business places and their origin decides what the intentions behind them were. Thus, the people which do not put their feet in promotional activities are considered non-threatening opponents by those who are acting politically. Summing up, perception of politics is inherited in organization contextual fabrics. Literature largely supports its adverse relations with most of the behavioral as well as attitudinal organization outcomes.

Organizational Democracy and Organizational Commitment

Chen (2013) considered organizational commitment as one of the contributing factor that can be conceivably related with organizational democracy. It was claimed that making employees representative in organizational affairs urge more engaged behavior (Butcher and Clarke, 2002). This ultimately leads to motivate employees to identify more betterly organizational goals, resulting in increase of organizational commitment (Cheung and Wu, 2011). Literature (Harrison and Freeman, 2004; Weber et al., 2009; Chen, 2009) claimed of having a strong influence on employee commitment

level by organization democracy. Weber et al. (2009) found that organizational democracy influences positively the socio-moral atmosphere, positive behavior patterns as well as commitment of employees. Researchers shared how participation and share of opinion in organization can potentially get enriched with employee citizenship behavior and commitment (Timming and Summer, 2018). In addition Kaya and Zerenler (2014) also related organizational democracy with wellbeing, positive activity and commitment. Safari et al. (2017) found a significant direct impact of organizational democracy on commitment and self-efficacy. In their study, they found a commitment as one of the important precedent of firm observing democratic practices in their operations. Geckil and Tikici (2016) suggested that if these democratic practices and principles can favorably be implemented in any given organization, organizational commitment of the personnel can correspondingly be strengthened which in effect further accelerates efficiency.

Research positively reveals that organizational democracy strongly affect the commitment among employees. Hence it reveals that democratic practices and organization commitment are the fundamental elements affecting and influencing the overall performance and effectiveness of the organization (Harrison and Freeman, 2004). Many different factors affect the employee's psychological reaction towards satisfaction like pay, appraisals, work environment and commitment; but they all are temporary and might change with passage of time. Democracy in organization is one of the factors which results into significance positive affect towards employee's mental and physical health and can last for years. The above forth going discussion and arguments presented, it was suggested that organizational democracy is significantly related with organizational commitment. The first hypothesis, therefore, would be:

Hypothesis 1(a): Organizational democracy (OD) is positively related with affective organization Commitment (AOC)
(b): Organizational democracy (OD) is positively related with continuance organization Commitment (COC)
(c): Organizational democracy (OD) is positively related with normative organization Commitment (NOC)

Organizational Democracy and Perception Of Organizational Politics (POP)

Perception of organizational politics (POP) usually creates feeling of unhappiness among the employees if the system of promotions, rewards and benefits is considered unfair or substandard. Despite of negative prevalence the outcomes for the perceptions of organization politics is mixed but its negative outcomes are more highlighted. Feelings like unusual promotions, loss of job, increased dissatisfaction, stress during work, low performance and commitment results in negative outcomes (Kacmar and Baron, 1999; Ducasse, 2016). Researchers argue if political perception exists at workplace, employee's perception about justice, equity and morality will be decreased. Since, justice, equality, accountability and participation are explained features/dimensions of organizational democracy; hence presence of democratic practices reduces the perception of politics in an organization (Butcher and Clarke, 2002). Though literature assure that organizational democracy improve the trust and commitment level of employees yet the relationship between democracy at workplace and perception of organizational politics (POP) is more complex and contingent as explained by researchers (Coutinho, 2016). Based on above understanding we create our second hypothesis for the study;

Hypothesis 2: Organizational democracy (OD) is significantly negatively related to perception of organizational politics (POP)

Perception of Organizational Politics and Organizational Commitment

Political perception is a fact in life of each and every organization and its presence is some time considered more negative by its members. A comprehensive framework of responses and antecedes of perception of organization politics was formed (Ferris et al., 1989). Bozeman (1996) and Cropanzano (1997) along with their colleagues conducted studies in public sector organization employees and found a negative relation between perception of organization politics and organization commitment. The findings in their studies suggested that the negative impact of politics perception with organization commitment and job satisfaction became more evident and significant with lower level of employees. The reasons he claimed was the frustration which came in lower level worker was due to lack of stable power and position. Hence, they normally use political means to remain focus and in power. However this negatively created political climate decrease the overall motivation level of workforce. Perception of organization politics occurs when the employees feel injustice and unfair climate. These may be primarily reflected by attitude of supervisor, co-worker and other factors in organization which altogether generate and affect job satisfaction and commitment. These types of reactions are obvious and can be noted by employees. Once the climate of unfairness and injustice prevails, worker will try to react by reducing his/her voluntary obligations and attachments for the organization. A highly political organization tends to reward and promote those employees, who are either strongly influenced, take credit of the work performed by others, have powerful coalitions within and outside the organization boundaries and those who have strong allies in management.

Hypothesis 3(a):   Perception of organization politics (POP) is negatively related   to affective organization commitment (AOC)
3(b):   Perception of organization politics (POP) is negatively related   to continuance organization commitment (COC)
3(c):   Perception of organization politics (POP) is negatively related   to normative organization commitment (NOC)

The Mediating Role of Perception of Organization Politics

Political behavior in an organizations, far from being dysfunctional is central to many organizational goals. Evidences of organizations having bureaucratic mindsets reflects political cultures, impacting organizational performance and overall effectiveness (Clarke, 2011). Many other studies also tried to establish relationship between perception of organizational politics and other important construct (Talat, Rehman and Ahmed, 2013; Saleem, 2015). Most of the scholar used it as a mediator with employee's attitudes and behavior towards job like job satisfaction, and commitment. Clarke (2011) studied the mediating role of organization politics between organizational democracy, leadership and ethics. We used perception of politics as mediator in order to the check whether this affect the relationship between organizational democracy and organizational commitment (Affective, Continuance and Normative).

Hypothesis 4(a): Organizational democracy (OD) influence the affective organizational commitment (AOC) through the mediating role of perception of organizational politics (POP);

4(b): Organizational democracy (OD) influence the continuance organizational commitment (COC) through the mediating role of perception of organizational politics (POP);

4(c): Organizational democracy (OD) influence the normative organizational commitment (NOC) through the mediating role of perception of organizational politics (POP);

Conceptual Framework

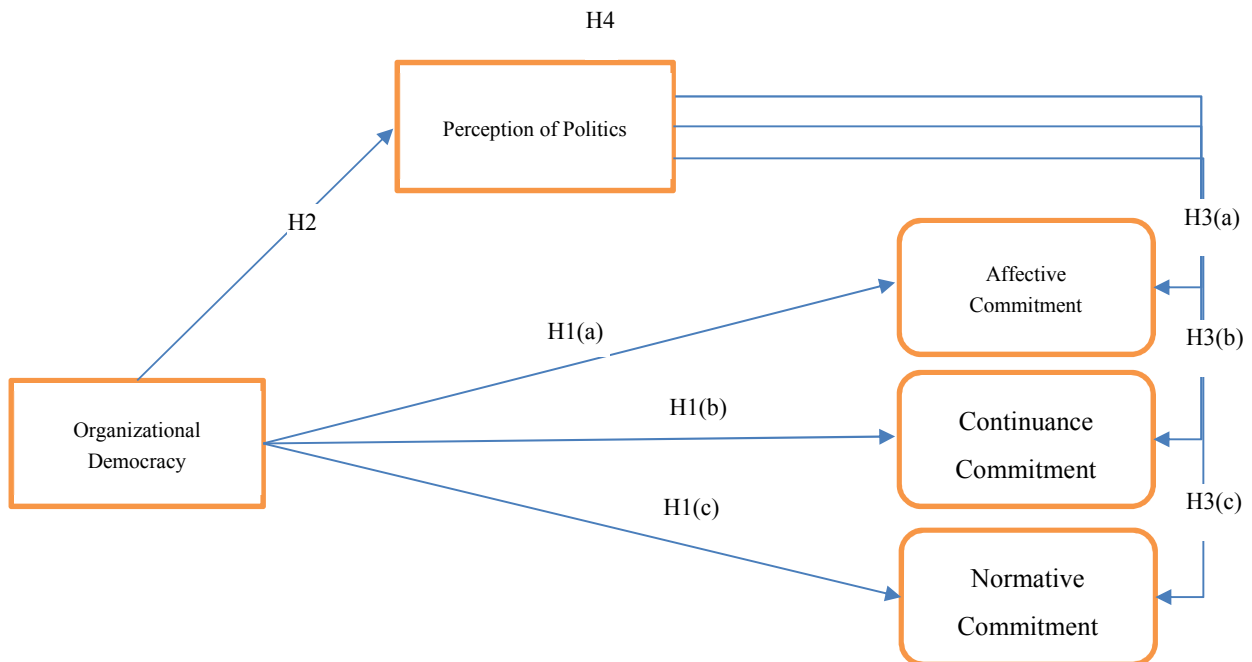Based on above literature and discussion presented above, framework of the study is presented in figure 1.

Figure 1: Conceptual Framework

METHODOLOGY

To achieve the desired objectives, descriptive research technique *correlational and analytical* in nature was adopted. Individuals working in banks were used as unit of analysis and *cross-sectional* data was collected from different banks branches (Commercial, Islamic, foreign, Industrial, Agricultural, Micro finance and others) present in Gujrat and Mandi Bahauddin districts of Punjab, Pakistan through self-administered survey questionnaire under non-contrived settings. Since banking industry in Pakistan is one of the most prominent, organized and growing sector providing large revenues to economy. The study adopted *non-probability convenience sampling technique.* Since the study was exploratory in nature and is best way of getting information quickly and efficiently hence it was adopted instead of random sampling. Almost 350 questionnaires were distributed out of which 209 (*the actual sample*) responses were received, leaving 60% response rate. According to Boomsma (1985), a minimum sample

of 100 or 200 is enough for applying structural equational modeling technique.

Measures

For Organizational democracy instrument developed by Geckil and Tikici (2015) comprising six dimensions and 28-items was used. The perceptions of organizational politics (POP) was measured through Kacmar and Carlson (1997) "perceptions of organizational politics scale (POPS)" consisting of 10 items and organizational commitment was measured using 24 items scale of Allen and Meyer (1991) having three dimensions. All the scales were measured on five point Likert ranging from *1 strongly disagree and 5 strongly agree*.

RESULTS

Data from 209 respondents was than analyzed through cross tabulations from gender, age category, marital status and designation perspectives. Accordingly, total 154 male respondents responded with a percentage of almost 74%, while 55 female respondents participated in the survey. The percentage of marital status is almost equal with 50% respondents in each. Almost 96% of total respondents hold bachelor's degree confirming respondents were qualified enough understand the content of that questionnaire. Similarly, almost 80% of total respondent were serving at officer level. The researcher tried to get information from different sources. For achieving this, responses from large number of branches of different areas and staff were obtained.

Correlation Analysis

Using SPSS 24.0, the data was analyzed. Mean standard deviation and correlation among the studied variables was presented in Table 1. Accordingly, all the variables show significant values. Organizational democracy has significant negative relationship with perceptions of politics (coefficient = -0.757, p<0.001) and significant positive relationship with all three dimensions of commitment (coefficient = 0.652, 0.636 and 0.643, p<0.001). This justifies the claim of the study and provides support to the Hypothesis H1 (a), (b) and (c) & H2.

Table 1 Correlation Matrix

Sr #	Variables	Mean	SD	1	2	3	4	5	6	7
1	Qualification	3.59	0.59	1						
2	Experience	1.7	1.08	-.190**	1					
3	OD	4.31	0.42	-0.023	-0.041	1				
4	POP	1.77	1.08	0.066	0.050	-.757***	1			
5	AC	4.36	0.41	-0.049	0.038	.652***	-.479***	1		
6	NC	4.38	0.4	0.014	-0.090	.636***	-.556***	.573**	1	

| 7 | CC | 4.36 | 0.41 | -0.009 | -0.039 | .643*** | -.620*** | .557** | .707** | 1 |

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

**. Correlation is significant at the 0.05 level (2-tailed).

The perception of organizational politics has significant negative relationship with all three dimensions of organizational commitment (coefficient = -0.479, -0.556, -0.620, p<0.01); which also justify the claims of this study and provides further support to our hypotheses H3 (a), (b) and (c). It is also worth noting that all the correlational values are moderate in scope, confirming zero issues for multicollinearity, confirming model suitability for further analysis.

Reliability and Validity

Internal consistency of questionnaire used was measured using Cronbach's alpha α which shows values for variables above than 0.70. The Cronbach's alphas value for organizational democracy (OD) appeared 0.91, for perceptions of organizational politics (POP) was 0.93, for affective commitment it was 0.78, for normative commitment it was 0.76 and for continuance commitment it was 0.75. In addition, to test the structural validity of the measurement model, confirmatory factor analysis was performed. The results of model fit indices are presented in Table 2, showing the five factor model used in this research best matched with the data. Accordingly, the fit indices for five-factor model shows the values of all tests equals or greater than threshold figures including X2/DF = 1.64, CFI = 0.90, TLI = 0.89, GFI = 0.86, IFI = 0.88, RMSEA = 0.05 and RMR = 0.04. All others models as presented in Table 2 have values in un-acceptable ranges except five-factor model.

Table 2 Competition model of Confirmatory factor analysis

Variable	X2/df	CFI	TLI	GFI	IFI	RMSEA	RMR
Single-Factor Model (OD+POP+AC+CC+NC)	12.35	0.42	0.44	0.46	0.40	0.29	0.23
Two-Factor Model (OD+POP, AC)	7.80	0.57	0.54	0.55	0.49	0.43	0.54
Three-Factor Model (OD, POP, AC+NC+CC)	5.64	0.68	0.62	0.60	0.69	0.11	0.15
Four-Factor Model (OD, POP, AC, NC+CC)	4.89	0.71	0.73	0.70	0.69	0.91	0.89
Five-Factor Model (OD, POP, AC, NC, CC)	1.64	0.90	0.89	0.86	0.88	0.05	0.04
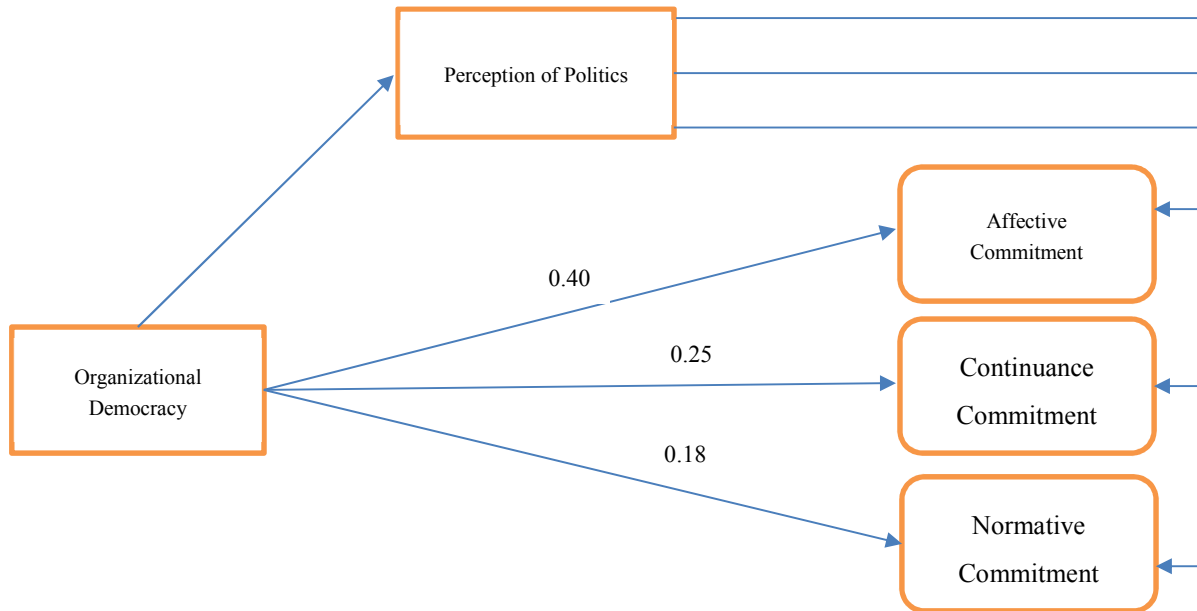
Hypotheses Testing

Structural Equation Model

Using parameters of statistical standardized estimates, the results of structural equational model are presented in figure 1. The range of these parameters fall between -0.80 to 0.40. Accordingly, organizational democracy has positive relationships with all three dimensions of commitments, supporting our hypothesis 1 (a), (b) and (c). In addition, perception of politics has negative relationship with organizational democracy and all the three dimensions of commitment further supporting our hypotheses 2, 3 (a), (b) and (c). Table 3 shows the results of direct relations between the studied variables. According to results, organizational democracy has the strongest direct relationship with affective commitment ($\beta = 0.404$, $p < 0.001$), followed by continuance commitment ($\beta = 0.246$, $p < 0.003$) and normative commitment ($\beta = 0.181$, $p < 0.002$). It is shown in Table 3, the confirmation and rejections of hypotheses developed earlier in section 2. Accordingly, all the developed hypotheses were accepted expect two i.e. hypotheses 4(a) and (c).

Figure 2 Structural Model

-0.80

-0.09

-0.17

Table 4 explains the indirect relationship of organizational democracy with organizational commitment under the mediating role of perception of politics.

Table 3 Hypotheses Confirmation: Direct Effect

Hypotheses	Path	Regression Coefficient	CR	Result
H1(a)	OD → AC	0.404***	4.392	Accepted
H1(b)	OD → CC	0.246**	2.987	Accepted
H1(c)	OD → NC	0.181**	3.115	Accepted
H2	OD → POP	-0.803***	9.487	Accepted
H3(a)	POP → AC	-0.086	-1.086	Rejected
H3(b)	POP → CC	-0.171**	-2.058	Accepted
H3(c)	POP → NC	-0.042	-0.898	Rejected

Note: *** P<0.001; ** P<0.05

As evident in Table 4, the mediation between organizational democracy and affective & normative commitment was not supported as lower and upper bound values contain 0; hence mediation was only confirmed with continuance commitment (Cheung and Lau, 2008).

Table 4 Hypotheses Confirmation: Indirect Effect

Hypotheses	Path	Beta Coefficient	Lower Bound	Upper Bound	Result
H4(a)	OD → POP → AC	0.807	-2.505	1.805	Rejected
H4(b)	OD → POP → CC	0.210	-3.317	-3.801	Accepted
H4(c)	OD → POP → NC	0.657	-1.187	0.928	Rejected

DISCUSSION

Over the years, theorists and management researchers have shown little interest and motivation towards adoption of democratic practices and principles as a structure of organization's management and decision making (Kerr, 2004). This study was conducted with an aim to provide empirical evidence to earlier claims about effect of democratization at workplace on various employee and organizational level outcomes. The findings of this investigation showed that organizational democracy had influential and significant relations with all three components or dimensions of commitment in organization. It has significant direct effect on affective ($\beta = 0.404$, $p < 0.001$), normative ($\beta = 0.246$, $p < 0.002$) and continuance ($\beta = 0.181$, $p < 0.003$) commitment. These results are much aligned with the theoretical concepts mentioned in earlier studies (Harrison and Freeman, 2004; Safari et al., 2017). The finding also supports the earlier empirical findings of Chen (2013), claiming a direct positive effect of organizational democracy on organizational commitment. Also, the results showed a significant negative relationship

between organizational democracy and perception of politics (β = -0.803, p < 0.001). These findings support the results of earlier claims on organizational democracy that it removes or minimizes the negative outcomes in organizational settings (Kerr, 2004; Geckil, and Tikici, 2016). As argued by Han and Garg (2018), workplaces with democratic features and principles influence the employee life, helping them to create a sense of trust and self-reinforcement.

According to the results, political perceptions don't mediate between organizational democracy and normative & affective dimensions of organizational commitment. However, it mediates between continuance commitment and organizational democracy. This might be due to the fact that branches where democratic practices and culture is promoted, employees don't perceive much about the political victimization e.g. favoritism or undue workload. Also, the opportunities in banking sector of Pakistan are wide open, and when an employee feel or perceive political underpinning he may feel better to leave rather than stay. In the other two dimension of commitment i.e. affective and normative were mostly related to employee self-cognition and feelings (Meyer and Allen, 1991), hence their indirect relationship with organizational democracy through perceptions of organizational politics (POP) remained unexplained. Since in an organizational settings, organizational commitment is the psychological attachments of an employee with the organization (Meyer and Allen, 1991); hence once an employee feels psychologically attached due to empowerment, freedom, autonomy and accountability (Han and Garg, 2018, Boly, 2018), the prefer to work in same for long time.

CONCLUSION

As Pakistan banking industry is one of the fast growing and profit earning sector providing huge revenue to countries. The results explained and support industry's major issue i.e. management and provide empirical evidence that how democratization helps to improve organizational commitment. Perception of organization politics may get flourish in non-formal nebulous environments; where controls are either absent or less predictable. Therefore, managers in branches were to be trained to promote environment of fairness. The lack of significant mediating effect on all three dimensions may be due to bank environment in which study context is based and nature of job examined. Since the job is quite controlled and high ethical values therefore perceptions of organization politics may not interact to mediates or affect the overall commitment level. The result showed that a branches where the manager exhibits democratic practices, their branch staff has high level of commitment (affective, normative and continuance) as compared to others. The significant mediation role of the politics perception was also not found between organizational democracy and organization commitment. It shows that despite of the negative outcomes of politics perceptions, its effect in the presence on democratic practices in organization was reduced to minimum.

Limitations & Future Directions

The study will be a significant contribution in literature especially in Asian and Pakistani context providing behavioral and management researchers a new sense of motivation to further investigate on this slightly un-explored area of democratization at workplace. Despite the mentioned contributions, the research has some limitations including generalizability of results. Since data was collected only from two districts of Punjab hence results of this study may change across national and global level based on cultural, social and structural differences. In future change in demographic factors can be used by using different industry, different designation, education and experience level of employees to

check the effect of these variables on each other. Finally, the study used on one attitudinal variable only i.e. commitment, hence there exist a huge gap of finding the relationship between organizational democracy with other variable including satisfaction, engagement etc.

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