

**ORGANISATIONAL POLITICS AND EMPLOYEE PERFORMANCE: A STUDY  
OF SELECTED TERTIARY INSTITUTIONS IN ANAMBRA STATE, NIGERIA**

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**ABSTRACT**

*The study aimed at investigating the effect of cultural animosity, pay and promotion, religious diversity and power tussle on employee performance. Relevant literature on organizational politics and employee performance was reviewed under conceptual framework, theoretical framework, and empirical review. The research work was anchored on Just World Theory. Survey research design was implemented. The population of the study was 5403. The statistical formula devised by Fawett (1997) and Nwana's (1992), was employed to arrive at a sample size of 540. Multiple Regression Analysis (MRA) method was used in testing the hypotheses. The study discovered that there is a positive relationship between Cultural animosity and organizational performance in tertiary institutions under study. Pay and promotion has a positive relationship on employee performance in tertiary institutions under study. Religious diversity has a positive relationship on employee performance in tertiary institutions under study. The study concluded that organizational politics has a positive relationship on employee performance in tertiary institutions particularly in Anambra State. The study recommended that organizations should understand the disparities in the culture of employees, and how the culture replicates the reactions and behavior of the employees. They should ensure equal promotional opportunities and appropriate pay structure including pay performance and other bonuses and when in place reduces the negative effects of political behaviour. Employees should be given a chance to practice their religion by management.*

## **Introduction**

### **Background to the Study**

Every organization depends largely on how its workforce relates with other factors of production- land, capital and entrepreneur which leads to friendship and invariably leads to group and/or associations such as formal group and informal groups. The presence of both formal and informal groups within organization necessitate politics and solidarity within organization (Sule, Amuni, Ashiru and Ariyo, 2015). It is impracticable to have unrestricted politics in organization because they are social bodies where employees make efforts individually and even in groups for esteemed resources, power, involve in conflicts and execute diverse significant strategies to get benefits and serve their self-interests (Molm, 1997 in Ogwuche, 2014). Both individuals and groups may engage in office politics which can be highly destructive, as people focus on personal gains at the expense of the organizational goals (Attah, 2016).

In this modern age, organizations play a significant role in the advancement of mankind (Abbas, and Awan, 2017). Therefore, accomplishing organization's goals both effectively and efficiently is pre-requisite for welfare of individuals and the society as a whole. The business world is becoming more competitive and for any organization to become successful depends on the performance of its total labour force and their attitude (Kaya, Aydin and Ayhan 2016). The labour-force is as essential as any other factor of production in an organization and their well-being must always be put into consideration. Studies have been conducted regarding organizational politics till 1980 but it started emerging as a field after 1980 and many researchers made attempts to fully understand it and almost all the studies indicate that politics exist in every organisations (Mayes & Allen, 1977; Gandz & Murray, 1980; Ferris & Kacmar, 1992; Pfeffer, 1992; Bozeman, 1996; Cropanzano *et al.*, 1997 in Bodla, 2008).

For more than three decades, perceptions of political behavior in organizations has been a core research area and has been addressed from an extensive variety of disciplines such as sociology, political science, psychology, human resources, and management. There are three echelons of political action which are found in organizations: Individual, coalition and network levels (Kinicki, 2008 in Nejad, Abbaszadeh and Hassani, 2011). Appelbaum and Hughes (1998) in Ikon and Ohue (2016) states that in a bid to accomplish these individual objectives, organizational political tactics employed by employees are "creating alliances, Impression management, information management, sponsoring the opponents, pursue line responsibility, pursue more chain of command and span of control". Most Managements of the Tertiary Institutions in Anambra state are regarded as being politically minded and the employees of these institutions are convincingly members of one clique or another in a bid to ensure a progression in their career (Ikon and Ohue, 2016). Reactions of employees towards organizational politics has been contended that it might be culture or religious self-governing (Ogwuche, 2015)

Current research studies done by Robbins, Judge and Sanghi (2008) highlighted that potential costs of politics on work outcome affects organizational processes such as;

decision making, promotion, rewards and among others either in a positive or negative way (Olorunleke, 2015)..Management of tertiary institutions in Anambra state as a human institution, have struggled with politics over years and is still striving to put necessary efforts in combating the problems created by politics so as not to affect the achievement of its goals and objectives.

### **Statement of the Problem**

Managers and employees must deal with organisational politics because it is a reality that affects organisational processes and its ubiquitous nature requires that it is understood and tackled by managers (Nyikayaramba & Mutimadye, 2014; Brouer, Harris & Kacmar, 2011 in Attah, 2016). In institutions, the variations of the nature of work requires management to acquire the necessary expertise and political, and personal skills to deal with organisational politics. The non-availability of adequate resources, limited number of positions and power tussle in the various tertiary institutions in Anambra State has made organizational politics inevitable in these institutions. Thus, employees in these institutions clamor for the enlargement of their job because of the added benefits like bonuses, prestige and increased experience that is ensured by it. However, most employees in these institutions are hindered by cultural animosity, religious diversities, language diversity etc. while some employees also lack adequate impression management skills which are a common organizational political tactic and this limits the opportunity of enlarging their job through an increase in the responsibilities and tasks performed by these employees. These employees fail to manage their outward appearance and style. As a result of this, they are being viewed as not been recommendable for higher responsibilities by their superiors and this limits the opportunity of enlarging their job. This had led to job dissatisfaction, low commitment of employees in carrying out the specific objectives of the institutions.

Most studies in organizational politics have focused on organizational politics outcomes on job performance and job attitudes (Gallagher & Laird, 2008).In analyzing the insights of organizational politics, the antecedents to organizational politics must be looked at (Goodman, Evans & Carlson, 2011). Personal variables and the organizational structure are the two groups of antecedence to politics which have been identified. The personal variables looks at the individual differences like demographic variables and personality variables that affect perception. Such as; cultural animosity, pay and promotion, religious diversity, power tussle and language diversity directly influences organization (Goodman, Evans & Carson, 2011). While the organizational structure looks at the support system and decentralization in the organization. The first part (personal variables) has been ignored in other studies. To this effect, this study attempts to critically analyze the personal variables in organizational politics which influences organizational performance in selected tertiary institutions in Anambra state.

### **Objectives of the Study**

The major aim of this study is to examine the effect of organizational politics and employee performance in tertiary Institutions in Anambra State. The specific objectives include to:

1. Determine the effect of cultural animosity on employee performance in tertiary institutions;
2. Examine the influence of pay and promotion on employee performance in tertiary institutions;
3. Evaluate the effect of religious diversity on employee performance in tertiary institutions;

### **Research Questions**

In line with the objectives the following research question were articulated to guide the study.

1. To what extent does cultural animosity affect employee performance in tertiary institutions?
2. To what extent does pay and promotion influence employee performance in tertiary institutions?
3. To what degree does religious diversity affect employee performance in tertiary institutions?

### **Hypotheses**

The following hypotheses were articulated in line with the objectives of this study. The hypotheses are stated in null form

Ho<sub>1</sub>: Cultural animosity has no significant positive effect on employee performance in tertiary institutions;

Ho<sub>2</sub>: Pay and promotion have no significant positive influence on employee performance in tertiary institutions;

Ho<sub>3</sub>: Religious diversity has no significant positive influence on employee performance in tertiary institutions;

### **Significance of the Study**

The findings of this study will be beneficial to all tertiary institution, Private Universities and Public Universities

This study when completed will assist tertiary institutions, business organizations in their operations and enable them to understand organizational politics and other motivational variables that would optimize the employee performance.

Institutional Level: It will help the management of the tertiary institutions to change or review organizational politics factor, motivational policies and strategies in vogue which will inevitably cause decrease in employee performance and productivity.

Policy Markers: The study will be essential for all institution especially the tertiary institution as it has come at the appropriate place and time to support national policies especially the policy to make the tertiary institution the engine of economy growth.

Further Research Works: It will surely impart learning, contribute to knowledge and serve as a base for further research works in areas relating to organizational politics and employee performance.

Finally, this research piece will undoubtedly be a wealth of knowledge to students of business administration, personnel management and other disciplines.

### **Scope of the Study**

This study covers the effect of organizational politics and employee performance in tertiary institutions in Anambra State. The independent variables were Cultural animosity, pay and promotion, religious diversity while the dependent variable was employee performance. Anambra state, Nigeria serves as the geographical scope of the study. The academic staff of the selected tertiary institutions in Anambra State was used as the unit of study.

### **Limitations of the Study**

The researcher in the course of executing this research work encountered some limitations. Prominent among these limitations are paucity of empirical and theoretical materials, non-challant attitude of the respondents, and the concurrency of this research work. However, the researcher tried his possible best to ensure that these limitations do not affect the validity of this research work.

## **REVIEW OF RELATED LITERATURE**

### **Conceptual Framework**

#### **Organizational Politics**

Organizational politics has been referred to the multifaceted combination of power, influence, behaviour and understanding leadership processes, self-interest behaviour in the organization (Vigoda, 2002 in Adebusuyi, Olasupo, and Idehen 2013) and is generally related to the situations such as tussle for power, capability to influence the responsibilities and sources of power (Vigoda, 2006). According to (Sowmya & Panchanatham, 2009) organizational politics is behaviour to influence individuals or groups in an organization. Ndugbu, Okoroji and Kalu (2014) stated that there are two elements of organizational politics, which should be considered while investigating the role of attitude of employees and organizational politics. Firstly organizational politics has more importance than reality. Secondly, organizational politics might be beneficial for the individual or, it can be disadvantageous for the employee. So it can be concluded that organizational policies and politics can be beneficial for the employees and can be a threat to the carrier as well. For instance, most employees may want to avoid the rigorous structured chain of command that have been put in place by management for their own self- benefits and rewards undermining the repercussions in the long run.

Bodla and Danish (2010) define organizational politics in terms of behaviour and action of individuals in an organization to enhance their performance professional career. As people act according to the perception of reality, politics is important for the employees in an organization (BoernerEisenbeiss and Griesser, 2007). Bodla and Danish (2010) have stated that people can respond to the situation according to their perception and real situation could be different from that.

Some view organizational politics as working through conflicts within an organization thereby making employees views of organizational politics a pre-requisite in their work environment (Ladebo, 2006). In a common perception original meaning of politics is that when individual strives for its right in the society with the help of negotiation and consultation (Watson, 2006).

### **Employee Performance**

Performance can be improved by employing abilities to generate new ideas and use this ability to build relations and processes of work (De Jong & Den Hartog, 2007; McAdam & McClelland, 2002 in Ndugbu, Okoroji and Kalu 2014). The performance of the organization can be enhanced by employing the right employees in the organization (Davidson, 2003; Karatepe, Yorganci, & Haktanir, 2009). Empowered employees are not only efficient and high performing (Davidson, 2003) but are also responsible and are able to share it equally to the success of the organization (McAdam and McClelland, 2002 in Ndugbu, Okoroji and Kalu 2014). It has been suggested by Sonnentag and Frese (2004) in Khalid and Ishaq (2015) that employee capacities can only be increased if leadership plays its role in employee development.

### **Theoretical Framework**

This research work is anchored on Just World Theory Lerner (1980).

**The Just World Theory:** The Just World theory also known as the Just World Hypothesis can be said to be when an individual feels that any action taken have a foreseeable, planned and appropriate consequences in this world (Lerner, 1980). An individual believes that his/her behavior or action must lead to a definable result and he/she can change the outcome of such result

The essential need of people who live in agreement with the principles of merit which makes them to observe and respond in case of unanticipated and contradictory evidences (Hafer and Begue, 2005)..

Employees who are challenged with unjustifiable events such as favoritism, bias, lobbying, abstruse work environment, inflexible work structures etc believes the world is not a just place because they belief that every individual(including management) in the work place has their selfish interest and with this in mind they develop strategies to combat this unjustifiable events.

The implication of this theory in this study is that if employees feels that they are not been treated justly i.e. the behavior of their supervisors and organization is unfair, politicized and based on favoritism, it leads to lack of commitment to their job duties, unruly behaviour, resignation or increased rate of turnover and this is because the employees believes that their actions did not lead to a desired and beneficial results. The employees believes that management should have made fairness to each of their action and behavior to expected results. Every employees are goal-driven with a specific result in mind. If their expectations are not met, they believe they have been a victim of politics within their organisations.

Management of institutions must be just in their actions by making decision based on merit, giving promotions, increments in salaries and upgrade of employees who are qualified and when due, reward those who put extra efforts in achieving the organization goals without bias or favoritism.

## **Theoretical Exposition**

### **Cultural Animosity and Organizational Performance**

Research has shown that management and employees views organizational politics as having equal opportunity for any individual venturing into the organization. Pitts & Wise, 2010 asserted that “labour market segregation can be used to tackle cultural animosity based on individual differences, such as race, gender and class. Additionally, organizational politics must take advantage of individual differences, mainly cultural pluralism, in order for individual to attain their full potentials, which can be comparable and employment must be based on equal grounds. Igbal, Ahmad, Haider, Batool and Ain, (2013) pointed out that creativity, flexibility, employee attraction, employee retention and better marketing capabilities can be achieved through effective recruitment, selection and promotion/human resource (HR) management and this tend to attract and retain an adequate and qualified workforce. Kurtulus (2012) asserted that the benefits of effective cultural animosity cannot be over-emphasized because it has led to reduce in employee turnover, absenteeism, and attracting and retaining the best employee in the ever-competitive and changing labour market.

### **Pay and Promotion and Employee Performance**

A study was conducted by Ahmed (2017) in banks of Pakistan to know the effect of rewards on employee’s performance. The result revealed that in private sector banks the incentive, bonus, and promotion significantly affected the employee performance than recognition, job autonomy, and career development and work itself. In public sector the pay and promotion policies is regulated by law. Therefore, a manager cannot effect on pay and promotion policies while in private sector manager playing a political game at pay and promotion policies and this situation became more worst when manager promote favoritism. The employee who build the strong relation with his boss and show curiosity in the private life of boss also rewarded (Ferris & King, 1991 in Nwizia, Ojiabo and Alagah 2017).

Skinner and his colleagues developed a reinforcement theory according to them the behavior of individual tend to be repeated with the positive response. Similarly, if organization appreciates and giving the incentive on a political basis. The individual will repeat the political behavior again (Ahmed, 2018).

### **Religion Diversity and Employee performance**

Religion has been pointed out as one the most serious component that influences an individual’s value system and has also shaped the cultural environment of an organization. Abdel-Khalek, (2010) said that religion has affected the way people behave through an individual’s value system in organizations. Cash & Gray, 2000 in Abubakar 2014 examined the relationship between religion and spirituality and how it’s strongly influences most American managers’ behaviors’ at work. After the study, they found out that Religion contributes to a healthy organizations politics within an organization (Noland, 2003).

Miller (2007) found out that workers who are allowed to voice out and exercise their faith, religion, or spirituality without any disruptions has led to a dramatic improvement to their quality of work life and to organizations as a whole.

In this modern age, researchers have found out that there is a relationship between workers who practice their religion without fear or bias and job satisfaction because it increases their self-esteem and reduces organizational frustration but this researchers has failed to assess the impact and its influence of workers religious belief and organizational politics on the worker's commitment and its effect on a firm's performance.

Weaver, and Agle, (2002) in Utami, Bangun, and Lantu, (2014) stated that workers who practice their religion without organizational interference have a great sense of control, more productive, increased self-esteem, cooperate with their colleagues, less stressed, more committed to their job duties. So therefore, institutions who allows their employees to practice their religion freely without discrimination tend to have more committed employees, happy employees which in turn increases their job satisfaction and decreases the rate of turnover among these institutions.

### **Empirical Review**

Ahmed (2018) studied organizational politics and turnover intention in private colleges of Pakistan. This study tends to find out if there is a relationship between organizational politics and its three antecedents' (favoritism, pay and promotion and scarcity of resources) on employee turnover intention in private colleges. Data was collected from the respondents using the Multan city. A quantitative method was adopted and regression analysis was used in testing the hypotheses formulated. It was found out from the study that once an organization are involve in favoritism, delayed pay and promotion and struggle for scarcity of resources this will adversely affect the rate of employee turnover.

Nwizia, Ojiabo and Alagah (2017) investigated if there is a relationship between organizational politics and employee's job satisfaction in health sector of Rivers State. The study utilized cross sectional research design. A sample size of 274 was employed using the Krejcie and Morgan (1970) table. Questionnaire was the primary source of data used in collecting information from the respondents. 274 copies of questionnaire were distributed while 245 copies were returned. Spearman's rank order correlation coefficient statistic with the aid of Statistical Package for Social Science (SPSS) was used in analyzing the data and testing the hypotheses. From the findings, it was discovered that there is a positive relationship between organizational politics and employee's job satisfaction and it was concluded that organizational politics affects employee's job satisfaction in the health sector of Rivers State. The study therefore recommended that, Management in health sector of Rivers State should emphasize and put more effort in focus positive political behaviour that will drive workers' satisfaction in their job and management must place a good and suitable pay structure and also include how pay, bonuses and performance will be assessed. Elkhalil (2017) studied organizational politics and employee behavior by investigating the comparison between the U.S. and Lebanon. The study aimed at viewing how employees react to organizational politics within the different cultures of employees in U.S and Lebanon. Structured Research questions were implemented to determine the cultural



values and how each employees responds differently facing organizational politics. A survey-based research design which included 352 participants, 176 from each country under study was adopted. Structured questionnaire was adopted to elicit the vital information needed to conclude the research. Using SPSS version 23 a correlation matrix using SPSS version, T-test, and descriptive statistics were used to analyze the data. It was found out that Findings indicated that power distance and gender role differentiations within Lebanese employees has resulted in low motivation, high job related stress among U.S employees.

Mensah, (2016) investigated the relationship among Perceived Organizational Politics, Organizational Commitment and Organizational Citizenship Behavior among 2 selected public sector organizations in Accra. Correlational research design was adopted in collecting data from 160 participants from the Ghana Standards Authority. Perceived organizational Politics scale by Kacmar and Carlson (1997), Organizational Commitment scale by Cook and Wall (1980) and Organizational Citizenship scale by Moorman and Blakely (1995) were the questionnaires used for the study. It was revealed that there is a negative relationship between employee's Perceived Organizational Politics and Organizational Commitment. There is also negative relationship was also found between Perceived Organizational Politics and Organizational Citizenship Behaviors and a positive relationship between Organizational Commitment and Organizational Citizenship Behavior. The study however did not find any relationship between the dimensions of Perceived Organizational Politics and Commitment.

Kaya, Aydin and Ayhan (2016) studied how organizational politics held by different members of the organizations and how these affect the how the members of the organization views organizational justice and how it relates to it employee turnover decisions. In the study, a total of 259 surveys were completed and obtained from different public and private sector personnel. Confirmatory factor analysis and correlation and regression analyses was implemented to determine the relationship between the variables used in the study. Its findings was that that organizational politics had a positive effect on perceived organizational justice and intention to leave.

Adebusuyi, Olasupo, and Idehen (2013) investigated how workers in a Nigerian university view the nature and insight of organizational politics. A total of three hundred and seventy two (academic and non-academic) staff of Obafemi Awolowo University, Ile-Ife were selected to fill the questionnaire on Perception of Organizational Politics Scale (POPS). The research data were analyzed to show the mutual perceived organizational politics and how the relationships affect these dimensions of perceived organizational politics. From the study, the results showed that there are seven dimensions of perception of organizational politics which were: General Political Behaviour (GPB), Go Along to get Ahead (GAA), Pay and Promotion Policies (PPP), General Political Behaviour and Go Along to get Ahead (GPB and GAA) General Political Behaviour and Payand Promotion Policies (GPB and PPP) and all three (GPB, GAA and PPP).

Abbas and Awan (2017) investigated the effect of organizational politics on employee performance in the public organisations in Pakistan. A thorough extensive literature review

was carried out to show an empirical perceptions about the proposed relationships. A total of 15 public sector employees in the organizations in Pakistan were selected. The data was statistically analyzed using regression analysis. After the conclusion of the study, the results showed that organizational politics have a positive effect on employee performance. The study therefore recommended that management needs to understand how employees views the perception of organizational and develop suitable tactics that would curtail the perception of organizational politics and enhance employee performance in the organisation.

Advani and Shaista (2014) examined the causes and identification of employees' politics and its impact on performance of Banking Industry in Pakistan. Language and caste, experience and position, cultural animosity, religious lobbies, gender discrimination and referral employment were the major variables used in the study. Quantitative and survey research was adopted in the study. Descriptive statistics was used in analyzing the data. . Simple random sampling method was used in selecting 160 employees out of target population. From the study, it was found that there should be a Standardize Human Resource Management i.e the right person should be posted to the job, bracing courses, conducting orientation on emerging banking and problem solving and meetings with employees should be conducted to resolve problems that may ensue between employees and management and there must be transparency and merit system observed in all matters.

Khalid and Ishaq (2015) analysed the relationship between organizational politics and job related outcomes. Correlational design was formulated to address the issue concerning job satisfaction, turnover intentions and organizational commitment. A total of 35 employees was used as a sample size. The research findings indicated that organizational politics has a positive effect on predicted turnover intentions; but has a negative effect on predicted organizational commitment and job satisfaction.

Ugwu, Ndugbu, Okoroji and Kalu (2014) examined the impact of organizational politics on employees' performance in the private sectors in Nigeria. Zenith Bank Plc and Alcon Plc, Nigeria were the case study chosen. After conducting the research, it was found that bad political behavior has a negative effect employees' performance and reduces organizational productivity; while good political behavior has a positive effect on employees' performance and improves organizational productivity. It was recommend that every political maneuvering within an organization should be effectively and efficiently managed.

Gbadamosi and Chinaka (2011) investigated the effect of organizational politics, organizational commitment and turnover intention on the efficiency and effectiveness of employees. A sample of 352 employees were chosen non-randomly and it fell between the age range of 25 and 53 years. Ex-post factor research design to analyze the data. Turnover Intention Scale, Perceptions of Organizational Politics Scale were the two principal instrument used in the study. After conducting the research, it was found that there was a higher association between work efficient, turnover intentions, organizational commitment, and organizational politics. It was concluded that perceived organizational politic show that there is a significant negative effect on employees' behaviors.

Abubakar (2014) examined if there is a relationship between perceived organizational politics, organizational trust, perceived human resource management practices and employee turnover among Registered Nurses in Nigerian public hospitals. Multiple regression analysis was used testing the hypotheses. A total of 175 Registered Nurses was used in the study. The result of the study shows that perceived organizational politics has significant positive nonemployee's turnover intentions. The second result also showed that organizational trust and perceived human resource practices has a negative significant effect on employee's turnover intentions.

Utami, Bangun and Lantu (2014) examined the perceptions about how different employees of various organizations views organizational politics and its effect on organizational justice and decisions relating to employee turnover rates. A total of 259 surveys were completed. Confirmatory factor analysis, correlation and regression analyses was used to determine the relationship between these variables. From the study, the result shows that organizational politics has a significant effect on perceived organizational justice and intention to leave.

Ikon and Ohue (2016) analysed the effect of organizational politics and career progression of employees in some selected tertiary institutions in Edo State. The study tend to find out if there is a relationship that co-exists between organizational politics and career progression of employees in the selected tertiary institutions under study. Survey research design was adopted for the study. A total population of 305 was used for the study. Data was collected structured questionnaire. The hypotheses was tested using Pearson product moment correlation coefficient analysis. The findings from the study shows that there is a strong significant effect between impression management and job enlargement in selected tertiary institutions in Edo State. The study concluded that the some certain behaviors' employees exhibit in an organization can aid the enlargement and improvement in their job of their job. It was recommended by the researchers that employees should portray certain images and behaviors that will be found acceptable by prominent members of these institutions.

Nilsson (2011) studied organizational politics in the front end of innovation: An explorative study in Sweden. Qualitative and survey research design was adopted. The study was conducted in six innovative firms of all size. Primary data was the source of data which was collected during the interviews with Research and Development (R&D) managers and R&D subordinates. From the study, the findings indicated that varied sources of organizational politics can be identified in the front end of innovation. Organizational politics both on the individual and organizational level are identified and informal and formal power should be allocated both in the organizational level and the individual level.

Cacciattolo (2013) critically examined the effect of organisational politics on workplace learning. The study under observations was the University of Malta. A total of 35 individuals participated in the study. Primary source of data was adopted through semi-structured interviews. A qualitative research design was adopted which includes data

extracted from the fieldwork notes while interviews were conducted to find out if there was any effect of political behavior on their work-learning. Inductivity approach was used to discover the participants' experiences, thoughts and opinions, since the study involved social processes and behaviours. The data collected was then which transcribed and converted to text was analysed by using the NVIVO Qualitative Data Analysis software. From the study, it was found that political behaviour may have a strong positive effect on the employees' learning, particularly informal learning.

Olorunleke (2015) investigated the effect of Organizational Politics on Organizational Goals and Objectives. Survey research design was used to generate data from a total sample size of 152 employees and these employees were chosen using simple random sampling method. Correlation analysis was to test the hypotheses. From the study, the results show that organizational politics has a negative relationship to achievement of organizational goals (-0.224) and also negative relationship to achievement of harmony among the functional departments of an organization (-0.469). It concluded that a politics-free organization's enhances employee's productivity and increases job satisfaction. The study recommends that the CEO of organization's should ensure and maintain that the functional areas of management should be politics-free and skills and competencies must be used as a as a benchmark for decision making.

### **Summary of the Literature Review**

The related literature was reviewed under the following sub-heading conceptual framework which deals with the definition of the dependent and independent variables within the scope of the topic under study. The theoretical framework was anchored on Just World Theory Lerner (1980). The theoretical exposition examine the effect of the independent on dependent variable.

### **Gap in Literature**

From the literature review above, the relationship between how organizational politics and employee performance is not specifically spelt out brought as far as the variables under investigation are concerned. Most researchers have extensively investigated the perceptions of organizational politics and employee performance from various countries such as Nigeria, India and USA. From the empirical review, studies on organizational politics were carried out in different parts of the states in Nigeria while none has been carried out in Anambra state, Nigeria. This study will therefore investigate and also try to bridge the gap on how organizational politics has an effect on employees with reference to only public tertiary institutions in Anambra state.

## **METHODOLOGY**

### **Research Design**

The study adopted survey research method. This method was chosen because it is designed to scientifically describe phenomena and their relationships in the actual environment after a given time, given that a survey must depend instead on samples of respondents drawn from the population and considered a representative of the population.

### **Area of the Study**

The study was carried out in Anambra State of Nigeria. Anambra State is located in the south-east of Nigeria and is among the thirty six state of the federation. It shares a common boundary with Delta State to the west, Imo State in the south, Enugu State in the East and Kogi state in the North. The state is sub-divided into three senatorial zones which are Anambra North, Anambra Central and Anambra South. It has 21 local government areas with 177 communities. The state has two public universities and four private universities recognized by the National Universities Commission. The people of the area are predominantly Igbos and they also speak Igbo as their major language while a few other communities in Anambra West local government area speak Igala as a language. The citizens of Anambra State are variously traders, artisans, farmers and civil servants. The state has its headquarters at Awka.

### **Population of the Study**

The population of study is made up of employees of the selected tertiary institutions in Anambra state. The names of the tertiary Institution are: Chukwuemeka Odumegwu Ojukwu University, Awka, Federal polytechnic Oko, and College of Education Umuze. Therefore, the population of the study is five thousand, four hundred and three employees. A breakdown of the population of the tertiary institutions are shown in the table below:

Table 3.1: Study Population

s/n	Tertiary institutions	No. of Employee
1	Chukwuemeka Odumegwu Ojukwu University	2152
2	Federal Polytechnic Oko	1813
3	College of Education Umuze	1438
	TOTAL	5403

Source 2018: Personnel Departments of the Respective Tertiary Institution

### **Sample and Sampling Technique**

The sample of the study is drawn from the three universities which is 5% of the population. The rationale for selecting 5% of the population is justified by Fawett (1997) that posited that when N (population) is large; the compute size is about 5% of the population, then the research may allow for finite population correction, which becomes relevant if the sampling fraction is large. In same vein the sample is also justified by Nwana (1992), where he asserted that “if the population of a study is in a few hundreds, 40% or more samples will do; if many hundreds, a 20% sample will do; if a few thousands, a 10% sample will do and if several thousands, a 5% sample will do”.

Therefore, 10% was used as the sample size of this study 540.

$$\text{Population} = \frac{5403 \times 10}{100} = 540$$

Therefore, the sample size of this study 540

### **Sources of Data**

Primary data were employed for the study. Primary data is the data which is collected by researcher himself for the specific research purpose. This study made use of questionnaire to generate the primary data.

### **Instrument for Data Collection**

The instrument that was employed for data collection was questionnaire designed by the researcher. The instrument consists of two parts. Part 1 gathered demographic information about the respondents. Part 2 of the instrument is a 5-point Likert scale instrument. The scale were 5(Strongly Agree), 4(Agree), 3(Undecided) 2(Strongly Disagree), 1(Disagree). The questionnaire is close-ended in nature designed to elicit information on the effect of internal marketing on employee job satisfaction.

### **Validity of the Instrument**

The study used face and content validity in this research work. The draft instrument was first given to two lecturers in Business Administration department in Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus for validation before the supervisors finally face validated it. Their corrections and suggestions were incorporated into the final draft of the questionnaire. The questionnaire is attached in appendix I.

### **Reliability of the Instrument**

In the literature, three main types of reliability have been identified by researchers. For the purposes of this study however, internal consistency is the main emphasis. Thus, the study employed Cronbach's alpha to verify the internal consistency of the construct in order to achieve reliability. The research instruments was deemed as reliable if the reliability coefficient was between 0.7 and 0.8 (Coldwell and Herbst, 2004). Thirty copies of questionnaire was given to 30 respondents from institutions and their response was gathered and computed with the aid of SPSS version 21. A Cronbach's Alpha value of 0.722 which is within the acceptable region was obtained showing that the instrument is reliable.

### **Method of Data Analysis**

The data generated were analyzed using simple percentages. Multiple regression was used to test the hypotheses formulated exclusively for this study. The following features of multiple regression analysis will be used to analyze to analyze the data and test the hypotheses.

**The Coefficient of Determination ( $R^2$ ):** The  $R^2$  denotes the percentage of variations in the dependent variable accounted for by the variations in the independent variables. Thus, the higher the  $R^2$ , the more the model is able to explain the changes in the dependent variable. Hence, the better the regression based on MRA technique, and this is why the  $R^2$  is called the co-efficient of determination as it shows the amount of variation in the

dependent variable explained by explanatory variables. However, if  $R^2$  equals one, it implies that there is 100% explanation of the variation in the dependent variable by the independent variable and this indicates a perfect fit of regression line. While where  $R^2$  equals zero. It indicates that the explanatory variables could not explain any of the changes in the dependent variable. Therefore, the higher and closer the  $R^2$  is to 1, the better the model fits the data. Note that the above explanation goes for the adjusted  $R^2$ .

**The F-test:** The F-statistics is used to test whether or not, there is a significant relationship between the dependent and the independent variables. In the regression equation, if calculated F is greater than the table F table value at the chosen level of significance, then there is a significant impact between the dependent and the independent variables in the regression equation.

**Test for Autocorrelation:** The Durbin-Watson (DW) test is appropriate for the test of Second-order autocorrelation and it has the following criteria.

1. If  $d^*$  is approximately equal to 2 ( $d^* = 2$ ), we accept that there is no autocorrelation in the function.
2. If  $d^* = 0$ , there exist perfect positive auto-correlation. In this case, if  $0 < d^* < 2$ , i.e. if  $d^*$  is less than two but greater than zero, it denotes that there is some degree of positive autocorrelation, which is stronger the closer  $d^*$  is to zero.
3. If  $d^*$  is equal to 4 ( $d^* = 4$ ), there exist a perfect negative autocorrelation, while if  $d^*$  is less than four but greater than two ( $2 < d^* < 4$ ), it means that there exist some degree of negative autocorrelation, which is stronger the higher the value of  $d^*$ .

**Test for Research Hypotheses:** This study will test the research hypothesis using t-test. The t-statistics test tells us if there is an existence of any significance relationship between the dependent variable and the explanatory variables. The t-test will be conducted at 0.05 or 5% level of significance.

**Decision rule:** Reject  $H_0$  if  $t_{cal} > t_{\alpha/2, (n-k)}$ . Otherwise, we accept.

The statistical package for social sciences (SPSS) version 21 will be employed to test the hypotheses. The regression model is represented as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon \quad (1)$$

Where:

Y = dependent variable

$\alpha$  = Constant Term

$\beta$  = Beta coefficients

$X_1$  to  $X_4$  = Independent variables

$\epsilon$  = Error Term

Y = Employee Performance (EP)

$X_1$  = Cultural Animosity (CA)

$X_2$  = Pay and Promotion (PP)

$X_3$  = Religious Diversity (RD)

## DATA PRESENTATION AND ANALYSIS

In this section, the data generated were presented, analyzed and interpreted. A total of five hundred and forty copies of questionnaire were distributed to the respondents, out of which four hundred and eighty copies of the questionnaire were properly filled and found relevant

to the study. The remaining 60 copies were either not properly filled and some were not returned. Therefore, the analysis in this section will be based on the four hundred and eighty copies relevant copies.

**Presentation of Data**

Multiple regression analysis was employed to determine the effect of the independent variables on the dependent variable. The essence is to ascertain the effect of organizational politics on employee performance. The results are presented in tables 4.3.1 and 4.3.2.

**Table 1: Summary of Regression Result**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.174a	.530	.617	3.197	2.745

a. Predictors: (Constant), Cultural animosity, pay and promotion, Religious diversity.

b. Dependent Variable: Employee performance

**Source: SPSS Ver. 21**

Table 4.3.1 above indicates that  $R^2$  which measures the strength of the effect of independent variable on the dependent variable have the value of 0.530. This implies that 53.0% of the variation in employee job satisfaction is explained by variations in organizational politics variables (Cultural animosity, pay and promotion, Religious diversity). This was supported by adjusted  $R^2$  of 61.7%. The Durbin-Watson statistics was employed to check for autocorrelation in the model. Durbin-Watson statistics of 2.742 show that the variables in the model are not auto-correlated and are therefore, reliable for predications.

**4.2 ANOVA Result**

Table 2:Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	112.562	5	22.512	72.203	.004 <sup>a</sup>
Residual	3587.511	351	10.221		
Total	3700.073	356			

a. Predictors: (Constant), Cultural animosity, pay and promotion, Religious diversity.

b. Dependent Variable: Employee performance

**Source: SPSS Ver. 21**

The F-test is applied to check the overall significance of the model. The F-statistic is instrumental in verifying the overall significance of an estimated model. The f-statistics value of 72.203 in table 2 above with probability value of 0.004 shows that the independent variables has significant effect on dependent variable. This shows that Cultural animosity,



pay and promotion, Religious diversity and can collectively explain the variations in employee’s performance. This shows that organizational politics has a significant positive effect on employee’s performance.

**Test of Hypotheses**

Here, the three hypotheses formulated earlier in this study were tested using the t-statistics and probability from the coefficient result of the multiple regression analysis. The results are presented the table 4 below.

**Table 3 Coefficients of the Regression Result**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	22.159	1.757		12.612	.000
Cultural animosity	1.040	.040	.054	2.003	.007
Pay and promotion	.056	.042	.071	2.340	.001
Religious diversity	1.108	.042	.140	3.580	.000

**a. Dependent Variable: Employee Performance**

Source: SPSS Version 21.0

**Test of Hypothesis One**

Ho<sub>1</sub>: Cultural animosity has no significant positive effect on employee performance.

Hi<sub>1</sub>: Cultural animosity has a significant positive effect on employee performance

Table 4.4.1 above indicates that cultural animosity recorded a t-statistics value of 2.340 with a probability value of 0.001 which is statistically significant at 5% level of significance. Therefore, the null hypothesis is rejected while the alternative hypothesis is accepted. This implies that cultural animosity has a significant positive effect on employee performance.

**Test of Hypothesis Two**

Ho<sub>2</sub>: pay and promotion has no significant positive influence on employee performance

Hi<sub>2</sub>: pay and promotion has a significant positive influence on employee performance

Pay and promotion recorded a t-statistics value of 2.003 with an alpha value of 0.007. Therefore, the null hypothesis is rejected while the alternative hypothesis is accepted. This implies that pay and promotion has a significant positive effect on employee performance.

**Test of Hypothesis Three**

Ho<sub>3</sub>: Religious diversity has no significant positive influence on employee performance.

H<sub>3</sub>: Religious diversity has a significant positive influence on employee performance. Religious diversity recorded a t-statistics value of 3.580 with a probability value of 0.000 which is statistically significant at 5% level. Therefore, the null hypothesis is rejected while the alternative hypothesis is accepted. It is therefore concluded that Religious diversity has a significant positive influence on employee performance.

### **Discussion of Findings**

This work examined the effect of organizational politics on employee performance in tertiary institutions in Anambra State, Nigeria. Data were sourced from employees of selected tertiary institutions. Questionnaire was employed as the instrument of data collection. The data generated were analyzed using multiple regression analysis. The result revealed that: Cultural animosity has a significant positive effect on organizational performance in tertiary institution under study. This finding is in line with the findings of Siew-Peng and Sedigheh (2015), Khan and Fasih (2014), Onditi, Oginda, Ochieng and Oso (2012), and Sandip and Kailash (2016) that cultural diversity has significant effect on employee performance.

Pay and promotion was also found to have a significant positive effect on employee performance in tertiary institution under study. This finding tallies with the findings of Ahmed & Sadia (2017) result of this study revealed that incentive, bonus, and promotion significantly affected the employee performance than recognition, job autonomy, and career development and work itself. The result conform to Samad and Amri (2011) that pay and promotion policies (PPP) had significant influence on job performance.

Religion diversity was found to have an insignificant effect on organizational performance in banks in multinational firms. This finding disagrees with the findings of Molae, Ansari and Teimuori (2013) that religion-based diversity has a significant relationship with organizational performance.

## **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION**

### **Summary of Findings**

This work examined the effect of organizational politics on employee performance in tertiary institution in Anambra State, Nigeria. Data were sourced from employees of selected tertiary institution. The data generated were analyzed using multiple regression analysis. The result revealed that:

1. Cultural animosity has a positive significant effect on organizational performance in tertiary institution under study.
2. Pay and promotion have a positive significant effect on employee performance in tertiary institution under study.
3. Cultural animosity Pay and promotion Religion diversity has a positive significant effect on employee performance in tertiary institution under study.

### **Conclusion**

The perception of political determinism is such that even when one obtains by merit, there is always the feeling that somebody somewhere must have empowered it. Organizational

performance can be enhanced by providing them a working environment free of politics in their organizations. Working environment free of politics will not only help the employees to perform better and take decisions freely but it will also help the organizations to grow by achieving its goals and objectives efficiently and effectively. Implication of working environment free of politics in organizations will result in employees feeling their responsibilities towards their actions and placing themselves on the place of stakeholders to ensure for the benefits of all, the better employee's performance as an outcome by utilizing all their powers. Also, interdependent harmony cannot be achieved with organizational politics. In conclusion, in as much as we cannot remove politics in an organization, the management of tertiary institutions must use skills and competencies as a yardstick for decision making.

### **Recommendations**

Based on the findings of this study, it is recommended that:

1. Organization should understand the differences in the cultures, and how the culture reflects the reactions and behavior of the employees.
2. They should ensure equal promotional opportunities and proper pay structure including pay performance and other bonuses that will reduce negative effects of political behaviour.
3. Employees should be given an opportunity to practice their religion by management. The management also needs to have a system that fairly allows all the employees to practice their religion and engage in religious activities that both contribute positively to the individual and organization.

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