

**IMPACT OF ORGANIZATIONAL POLITICS ON UNIVERSITY
ACADEMIC STAFF PERFORMANCE IN EDO STATE**

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PG/M.Sc/09/54064

JULY, 2014

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**A DISSERTATION PROPOSAL SUBMITTED IN PARTIAL
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**DEPARTMENT OF MANAGEMENT
FACULTY OF BUSINESS ADMINISTRATION
UNIVERSITY OF NIGERIA
ENUGU CAMPUS**

SUPERVISOR: DR. E. K. AGBAEZE

JULY, 2014

DECLARATION

I, Ikebodu Chinyere Deborah (PG/M.Sc/09/54064), a postgraduate student in the Department of Management, University of Nigeria Enugu Campus do hereby declare that the work embodied in this dissertation is original and has not been submitted in part or full for any other diploma or degree of this or any other university.

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APPROVAL PAGE

This dissertation has been approved for the department of Management, Faculty of Business Administration, University of Nigeria, Enugu Campus, by:

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Date

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(Head of Department)

Date

DEDICATION

This work is dedicated to God Almighty who generously gave me the grace, strength, health and other resources to successfully accomplish this research.

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The researcher wishes to appreciate God almighty who is the giver of life and all good things. I also wish to thank my Supervisor Dr. E.K. Agbaeze for his fatherly disposition, tireless support, scholarly contributions and inputs without which this work would not have become a reality.

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ABSTRACT

This study is an assessment of the impact of organizational politics on university academic staff performance in Edo State, it sought to: ascertain the extent to which organizational politics influence organizational activities in Nigerian Universities, determine the effect of organizational politics on staff performance in the Universities, identify the extent to which organizational politics affect the commitment of staff in the Universities, assess the impact of organizational politics on employee recruitment and selection in the sampled universities and investigate the impact of organizational politics on staff reward management in Universities. Three universities, one federal, one state and a private university were selected, and a sample size of 346 was drawn from a total population of 2,464 using the Taro Yamane sample size determination formula. Five hypotheses were tested at 5% level of significance using Friedmans chi-square test and the results indicated the presence of organizational politics in the sampled universities. Specific findings are: Organizational politics to a large extent influences organizational activities in Nigerian Universities, organizational politics result in poor staff performance in Universities, organizational politics to a large extent affects the commitment of staff in Universities, organizational politics significantly reduces the quality of employee recruitment and selection carried out in the sampled Universities, organizational politics has significant impact on staff reward management in Universities. This study recommends amongst other things that management should acknowledge the presence of organizational politics and work towards reducing its negative impact, closer monitoring of political machinations in universities especially in the areas of staff recruitment and selection and staff reward management should be done to avoid reduction in staff commitment and finally that the positive potential gains of politics be harnessed and employed to champion causes and policies that will facilitate achieving university goals and objectives.

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CHAPTER ONE

INTRODUCTION

1 Background of the Study

Organizational politics is an inescapable and intrinsic reality, it is so intricately woven with management system that relationships, norms, processes, performance and outcomes are hugely influenced and affected by it. (<http://www.alagse.com>).

Psychologists and scholars unanimously agree that human nature and dexterity permeate both the public and private lives of individuals especially when motivated to satisfy personal needs, such as physiological, security, affiliation, esteem and actualization. The pursuits of these agenda inevitably generate acts, inactions, strategies and tactics collectively referred to as Organizational politics. This is also referred to as the struggle for who gets what, or who is stopped from getting what, in the organizational framework.

Business dictionary has defined organizational politics as the “pursuit of individual agenda and self-interest in an organization without regard to their effect on the organization's efforts to achieve its goals” (<http://www.businessdictionary.com>). It can also be described as self serving and manipulative behaviour of individuals and groups to promote their self interests at the expense of others and sometimes even organizational goals as well. (<http://www.alagse.com>).

Universities in Nigeria are the focal point of higher education in Nigeria. The country's educational system has evolved through various stages. Nigerian higher education originated with the establishment of the Yaba Higher College by the colonial government in 1934. (<http://www.mapsofworld.com/>)

Ajayi and Haastrup (2008) opine that the history of University education in Nigeria began with the recommendation of the Elliot Commission of 1943, which led to the establishment of University College Ibadan (UCI) in 1948, University of Nigeria, Nsukka in 1960 by the Eastern region government, University of Ife (*now* Obafemi Awolowo University, Ile-Ife) in 1962 by the Western region, Ahmadu Bello University, Zaria in 1962 by the Northern Region and University of Lagos (1962) by the Federal Government. Midwestern region opted for a university known as University of Benin. The six universities established during this period 1960-1970 are still referred to as First generation universities. Babalola, Jaiyeoba, and Okediran, (2007) cited in Ajayi and Haastrup (2008) have stated that during this period, Universities in Nigeria were under the close surveillance of the government and appointments of lay members of the council, and that of the vice-chancellor, were politically motivated.

Over the years it has been observed that Universities are not free from politics within and outside the system. The determination of who gets what, how, when and where, manifests in the university system in various ways. Ajayi and Haastrup (2008) observe that government of the day interferes in terms of selection and choice of Vice Chancellors, Deans, Departmental Heads, and Directors of Programmes. Also within the system we see cases of selective employment, selective appointments into beneficial positions, selective and delayed promotion - with examples of seasoned and experienced academics who over the years have acquired the necessary experience, publications and exposures to be appointed Professors being denied promotion either because their “files” have been declared missing or abandoned, or they are not “loyal” to the current caucus in power, others include cases of junior colleagues being denied their Doctorate degree because they refuse to be in the same “camp” or “caucus” with their supervisors.

Campbell (1990) defines performance as behavior. It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences (<http://en.wikipedia.org>). Hellriegel, Jackson and Slocum (1999) see performance as the level of an individual's work achievement after having exerted effort (Hayward, 2005)

Ishak, Suhaida and Yuzainee (2011) in their work have identified and categorized the operational key performance indicators of academic staff in universities into five headlines namely; teaching and supervision, research and innovation, writing and publication, consultancy, services to University. When Lecturers are able to balance these activities and carry out each of them without leaving out any, they will be said to be performing adequately as these activities result in producing excellent students, break new grounds in the area of research, produce publications that will ensure swift academic progress and provide services that will bring funds and fame to the University.

Today, work in organizations require skill in handling conflicting agendas and shifting power bases. Effective politics isn't about winning at all costs but about maintaining relationships while achieving results. Although often portrayed negatively, organizational politics are not inherently bad. Instead, it's important to be aware of the potentially destructive aspects of organizational politics in order to minimize their negative effect and promote employee performance at all times.

1.2 Statement of the Problem

The scenario in the Nigerian University system indicates one of an intensive brain drain syndrome especially amongst top cadre academics in the areas of research development and new

discovery/invention efforts, a failure in harnessing the many benefits of knowledge management systems and consequently a poor learning experience, transfers of outdated knowledge and eventually poor quality of final products (that is the students), other problems include a public display of jealousy, hatred and suspicion among staff members. This translates into half-baked graduates and result in reduced productivity and consequently hampered societal and national development.

The senior academics who often leave the university system attribute the exit to university politics. They opine that their competence/talents were not properly utilized by the university as a result of politicking and poor resource allocation. The determination of who gets what or who is stopped from getting what, when, how and where appear to be based on yardsticks outside meritocracy. This situation calls for urgent attention.

1.3 Objectives of the Study

The specific objectives of this study are as listed below:

1. To ascertain the extent to which organizational politics influence organizational activities in Nigerian Universities.
2. To determine the effect of organizational politics on staff performance in the Universities.
3. To identify the extent to which organizational politics affects the commitment of staff in Universities.
4. To assess the impact of organizational politics on employee recruitment and selection in the sampled universities.
5. To investigate the impact of organizational politics on staff reward management in Universities.

1.4 Research Questions

In line with the objectives the following research questions will guide this study:

1. How does organizational politics influence organizational activities in Nigerian Universities?
2. What is the effect of organizational politics on staff performance in Universities?
3. To what extent does organizational politics in universities affect staff commitment?
4. What is the impact of organizational politics on employee recruitment and selection in the sampled Universities?
5. What is the impact of organizational politics on staff reward management in Universities?

1.5 Hypotheses of the Study

The following hypothesis will be tested for the purpose of the study:

- H_A: 1 Organizational politics to a large extent influences organizational activities in Nigerian Universities.
- H_A: 2 Organizational politics result in poor staff performance in Universities.
- H_A: 3 Organizational politics to a large extent affects the commitment of staff in Universities.
- H_A: 4 Organizational Politics significantly reduces the quality of employee recruitment and selection carried out in the sampled Universities.
- H_A: 5 Organizational politics has significant impact on staff reward management in Universities.

1.6 Significance of the Study

The study will be significant in diverse respects. It will be of significance to academic institutions, employees and future researchers.

It is most significant to academic institutions/educational entrepreneurs and management staff as it will help them become aware of the dynamics of office politics and its effect on staff performance both personally and professionally.

It will help staff or employees identify politics and its workings in their organizations and adequately respond to it.

Further still, students and scholars will find it immensely beneficial as it will serve as a guide and platform for further researches, including a knowledge bank in the areas of organizational politics and performance.

1.7 Scope of the Study

This study focuses on assessing the impact of organizational politics on workers performance in selected universities (It covers areas such as the definition of politics, power and organizational politics, theoretical framework, usefulness of power and politics, performance, commitment, staff recruitment and selection, reward management and how to deal with organizational politics). The study is limited to a Federal, State and Private University in Edo state; they are University of Benin, Ambrose Alli University, and Benson Idahosa University. They were chosen considering their years of existence and generally accepted academic standard.

1.8 Limitations of the Study

Some limitations encountered in this research as peculiar to most researches are: the somewhat smallness of the sample size, the difficulty associated with the unfavourable attitudinal disposition of some respondents whose honest opinions we sought but gave untrue responses while others rejected our survey instrument.

The survey research design had the limitation that it is one shot or at most two shots and this limited its ability to generate data with which to test causal relationships of variables without resorting to rigorous statistical analysis. It also had the limitation of some respondents being reluctant to provide answers to survey probes, they were then encouraged stating that responses provided would be treated anonymously and findings will contribute to highlighting and reducing the negative impact of organizational politics especially amongst academic staff. Other constraints of the study include;

Time: Due to limited time given for the study, the researcher could not get all the information needed for the study but ensured that within the period extensive search for relevant and necessary information was made and obtained.

Finance: Due to financial constraint, the researcher could not visit places where information relevant to the study could be obtained but funds were made available to ensure that geographical areas mentioned in the scope were visited.

1.9 Operational Definition of Terms

The following are definition of terms as used in this study;

Organizational politics: These are “actions by individuals which are directed toward the goal of furthering their own self interests without regard for the well-being of others or their organization” (Kacmar and Baron, 1999:4).

Power: This is the ability of one individual to influence others and affect their behaviours. Power can also be defined as a capacity that A has to influence the behaviour of B, so that B acts in accordance with A’s wishes.(Ogunbameru, 2004:213)

Performance: This is the level of an individual’s work achievement after having exerted effort. Hellriegel, Jackson and Slocum (1999)

Workplace Politics: This refers to "the use of one's individual or assigned power within an employing organization for the purpose of obtaining advantages beyond one's legitimate authority. (<http://en.wikipedia.org>)

1.10 Profile of Organizations Understudied

1.10.1 University of Benin

The University of Benin was founded in 1970. It started as an Institute of Technology and was accorded the status of a full-fledged University by National Universities Commission (NUC) on 1st July, 1971. In his Budget Speech in April 1972, the then Military Governor of Mid-Western State, Col. S. O. Ogbemudia (then also a Visitor to the University) formally announced the change of the name of the Institute of Technology to the University of Benin. On 1st April, 1975 the University at the request of the State Government, was taken over by the Federal Government and became a Federal University.

Today, the University has continued to grow from strength to strength with a number of Faculties, Departments, Institutes and Units. Following NUC's directives, the University experimented with the Collegiate System in 1991/92 and 1992/93.

However, in the light of new developments, the University reverted to the Faculty System except for the Schools of Medicine, Dentistry, Basic Medical Sciences, and Institute of Child Health which reverted back to the Collegiate System in August, 1999, with a Provost as its administrative head. The Faculties as presently constituted are those of Agriculture, Arts, Education, Engineering, Law, Life Science, Pharmacy, Physical Science, Social Science, and the College of Medical Sciences (which has three Schools: Basic Medical Sciences; Dentistry and Medicine; and the Institute of Child Health).

The University offers courses at various levels: Postgraduate, Undergraduate, Diploma and Certificate.

1.10.2 Ambrose Alli University

Prof. Alli established Bendel State University, Ekpoma in 1981 (which after the creation of Edo State in 1992 had its name changed to Edo State University). The idea of the University was firmly predicated on the dynamics of the rapid educational development. There was a yawning gap in the available opportunities for teeming youths, to fulfill their educational aspirations at tertiary level in Bendel State, these factors led Governor Alli to constitute a ‘committee on the establishment of a Bendel State University and other Institutions’ on January 15th, 1981. The committee in its report recommended the establishment of the Bendel State University and two institutions of Industrial Technology. The acceptance of the report by Governor Ambrose Alli was followed by the preparation of a Bill to make provision for the establishment of the Bendel State University. After much debate the bill was signed into Law on July 14, 1981 and the first matriculation ceremony was held on February 8, 1982 with a total of 408 students matriculating.

Subsequently through an Act passed by the State House of Assembly and signed into law by the Executive Governor of Edo State, Chief Lucky Nosakhare Igbinedion in 1999, Edo State University has been renamed (Professor) Ambrose Alli University, Ekpoma, after the founder.

1.10.3 Benson Idahosa University

Benson Idahosa University is a private, Christian university in Benin City, Nigeria. A place where academic excellence is served with Godliness.

Benson Idahosa University is named after Archbishop Benson Idahosa, a Minister from Benin City, Nigeria. The University named after him was founded on the principle of evangelism which he preached and lived for throughout his life time. Benson Idahosa University was established to

raise for God an army of academics and professionals who will go in the name of Jesus Christ to the ends of the world to impart truth by precept and example.

The University previously evolved from an institute of continuous learning named Christian Faith University, established in 1994. Upon fulfilment of all requirements laid down in the Federal Government of Nigeria Act No. 91993, the Federal Government in February 2002, approved, registered and permitted the establishment of the Benson Idahosa University to operate as a private university in Nigeria.

Benson Idahosa University is fully accredited by Nigeria's higher education accreditation body, the National Universities Commission (NUC), and was ranked 2nd among private universities offering undergraduate degrees in the country.

All the academic programmes offered are accredited by recognised bodies, both nationally and internationally.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework

2.1.1 Politics Defined

Aronow (2004:10) refers to politics as “individual or group behavior that is informal, ostensibly parochial, typically divisive and above all in the technical sense, illegitimate – sanctioned neither by formal authority, accepted ideology nor certified expertise.

Politics is a means of recognizing and, ultimately, reconciling competing interests within the organization. Competing interests can be reconciled by any number of means. For example, resorting to "rule by the manager" might be seen as an example of totalitarian rule. On the other hand, politics may be a means of creating a non-coercive, or a democratic work environment. To help us understand organizations, we might consider them as political systems. The political metaphor helps us understand power relationships in day-to-day organizational relationships. If we accept that power relations exist in organizations, then politics and politicking are an essential part of organizational life.

Organizations need mechanisms whereby they reconcile conflicting interests. Hence, organizations like governments tend to "rule" by some sort of "system". This "system" is employed to create and maintain "order" among the organization's members. Systems of rule within organizations range from autocratic to democratic at the extremes. Between these extremes we find bureaucratic and technocratic systems. Whatever the system, each represents a political orientation with respect to how power is applied and distributed throughout the organization. Each type of organizational "rule" simply draws on different principles of legitimacy. (<http://managementconsultingcourses.com>)

2.1.2 Power Defined

Definitions of power abound. German sociologist, Max Weber defined power as "the probability that one actor within a social relationship will be in a position to carry out his own will despite resistance." Along similar lines, Emerson suggests that "The power of actor A over actor B is the amount of resistance on the part of B which can be potentially overcome by A." According to Ogunbameru (2004:213) *Power* is the ability of one individual to influence others and affect their behaviours. Power can also be defined as a capacity that A has to influence the behaviour of B, so that B acts in accordance with A's wishes.

Power appears to involve one person changing the behavior of one or more other individuals -- particularly if that behavior would not have taken place otherwise.

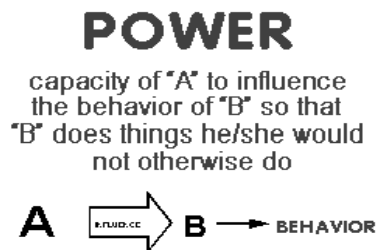


Figure 1.1

Source: Ogunbameru, O.A., (2004)

Power refers to A's ability to influence B, not A's right to do so; no right is implied in the concept of power.

2.1.2.1 Bases of Power: John French and Bertram Raven (1959) identified five sources of power, which include legitimate, reward, coercive, expert, and referent. Later Raven collaborating with Kruglanski identified a sixth power base, information power. Then in 1979,

Hershey and Goldsmith proposed a seventh basis of power, connection power. (Blanchard and Hersey, 1982: 178)

Legitimate power: Bauer and Erdogan (2009) describe it as power that comes from one's organizational role or position. Ogunbameru further explained it as power that someone has because others recognize and accept his or her authority.

Reward power: This is based on the leader's ability to provide rewards for other people who believe that compliance will lead to positive incentives such as pay, promotion, or recognition. (Blanchard and Hersey, 1982:178)

Coercive Power: The opposite of reward power is coercive power, the power to punish. Followers may comply because of fear. A manager may block a promotion or transfer a subordinate for poor performance. These practices, and the fear that they will be used, are coercive power. (Gibson, Ivancevich, Donnelly and Konopaske, 2003:291)

Expert Power: This is based on the leader's possession of expertise, skill, and knowledge, which through respect influence others. A leader high in expert power is seen as possessing the expertise to facilitate the work behaviour of others. This respect leads to compliance with the leader's wishes. (Blanchard and Hersey, 1982:178). Experts have power even when their rank is low. The more difficult it is to replace the expert, the greater the expert power he/she possesses. (Gibson et al. 2003:292)

Referent power: This stems from the personal characteristics of the person such as the degree to which we like, respect, and want to be like them. Referent power is often called **charisma** – the ability to attract others, win their admiration, and hold them spellbound. (Bauer and Edrogan, 2009)

Information power: This is based on the leader's possession of or access to information that is perceived as valuable by others. This power base influences others because they need this information or want to be in on things. (Blanchard and Hersey, 1982:179)

Connection power: This is based on the leader's "connections" with influential or important persons inside or outside the organization. A leader high in connection power induces compliance from others because they aim at gaining the favour or avoiding the disfavour of the powerful connection. (Blanchard and Hersey, 1982:179)

2.1.2.2 Characteristics of Power

- *Power is a social term:* That is, an individual has power in relation to other people, a group has power in relation to other groups. More than one person must be involved for the concept to apply.
- *Power is never absolute or unchanging:* Power is a dynamic relationship that changes as situations and individuals change.
- The terms *power* and *authority*, though closely related, do not mean exactly the same. Authority is power legitimated through its acceptance by employees as being right and proper, e.g. superior-subordinate relationship.

Underlying the discussion of power is the assumption that people attempt to influence others so as to get the job done – that is, for the good of the organization. Although this is generally true, sometimes however, people purposely influence others in ways that actually harm the organizations, but that help them personally. Such acts are known as organizational politics - behaviours that are not officially approved by an organization's interest. Politically motivated acts often represent abuses of power. (Ogunbameru, 2004)

2.1.3 Organizational Politics

Drory, (1993) Porter, (1981) Allen, (1981) and Angle, (1981) cited by Aronow (2004) opine that organizational politics refers to behaviors “that occur on an informal basis within an organization and involve intentional acts of influence that are designed to protect or enhance individuals’ professional careers when conflicting courses of action are possible”.

According to Ogunbameru (2004:223) organizational politics involves the activities of individuals or groups within organizations to acquire, develop, and use power and other resources to obtain their preferred outcomes in a situation in which uncertainty or disagreement about choices exists.

Bauer and Erdogan (2009) state that organizational politics are informal, unofficial, and sometimes behind-the-scenes efforts to sell ideas, influence an organization, increase power, or achieve other targeted objectives. Politics has been around for millennia. Aristotle wrote that politics stems from a diversity of interests, and those competing interests must be resolved in some way. “Rational” decision making alone may not work when interests are fundamentally incongruent, so political behaviors and influence tactics arise.

Organizational politics has also been defined by Kacmar and Baron (1999:4) as “actions by individuals which are directed toward the goal of furthering their own self interests without regard for the well-being of others or their organization”. Research suggests that perceptions of organizational politics consistently result in negative outcomes for individuals (Harris, Andrews, and Kacmar, 2001).

To better help understand organizations, we might consider them as political systems. Politics help to recognize or even reconcile competing interests within an organization. Essentially, all employees bring their own interests, desires, wants, and needs to the workplace which leads to a

diversity of interests in which politics form. Politics in an organization are viewed as both negative and positive. Relationships, norms, processes, performance and outcomes are all enormously affected and influenced by organizational politics because they are all intertwined into the management system. (<http://en.wikipedia.org>)

2.1.4 Usefulness of Power and Politics in Organizations

There are ways in which power and politics can help organizations some of these as identified by Ogunbameru (2004:224) include:

- When different managers or groups champion different solutions to a problem and use their power to promote these solutions, the ensuing debate over the appropriate course of action can help improve the quality of organizational decision making.
- Different managerial perspectives can promote the change that allows an organization to adapt to its changing environment.
- Managers can use power to control people and other resources so that they can cooperate and help to achieve an organization's current goals. Also, managers can use power to engage in politics and influence the decision-making process to help promote new and more appropriate organizational goals.

Mintzberg (1985) also held that the political arena in organizations had a functional role. He believed that: A system of politics in organizations is necessary to correct certain deficiencies and dysfunctions, leadership could be enhanced by bringing the strongest members of the organization into positions of authority, politics promotes a full debate of issues, promotes necessary organizational change blocked by legitimate systems of influence, can facilitate

decision-making, causes a realignment of coalitions and a shift in power, and politics speeds up the death of a spent organization.

2.1.5 Performance

Performance is important to us as people and organizations. In fact, most of us believe that we can, and will, improve at what we do, and we expect others to improve over time as well (Temple, 2002). Bartlett and Ghoshal, (1995) cited in Hayward (2005) see people as an organization's greatest assets: they insist that individuals and organizations have learned about the importance of the role of people in an organization, and opine that the success of an organization depends on its people.

According to Motowidlo, Borman and Schmidt (1997), job performance is the behavior that can be evaluated in terms of the extent to which it contributes to organizational effectiveness. Viswesveran and Ones (2000) regard it as the behavior and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals (Mawoli and Babandako, 2011). Cummings and Schwab (1973) and Whetten and Cameron (1998) believe that performance is ultimately an individual phenomenon with environmental variables influencing performance primarily through their effect on the individual determinants of performance – ability and motivation (Hayward, 2005). Also Lockett (1992) cited by Ishak, Suhaida, and Yuzainee (2012) defines performance as “a multidimensional construct and the common factors that are frequently associated with organizational performance are efficiency, quality, responsiveness, cost and overall effectiveness”. It is clear from these definitions that job performance is related to the extent to which an employee is able to accomplish the task assigned to him or her and how the accomplished task contributes to the realization of the organizational goal. (Mawoli and Babandako, 2011).

Armstrong and Baron, (1998) have outlined the following as factors affecting performance, all of which should be taken into account when managing, measuring, modifying and rewarding performance. They comprise:

Personal factors- the individual's skill, confidence, motivation and commitment.

Leadership factors - the quality of encouragement, guidance and support provided by the managers and team leaders.

Team factors - the quality of support provided by colleagues.

System factors - the system of work and facilities (instruments of labour) provided by the organization.

Contextual (situational) factors - internal and external environmental pressures and changes.

Significant investments in employees make organizations more flexible and effective. Organizations should strive to achieve a kind of optimal 'fit' between people, technology, work, and information. Such practices can increase employees' abilities, commitment and motivation and can positively affect firm performance.

2.1.6 Commitment

It has been observed that no organization in today's competitive world can perform par excellence unless each employee is committed to the organisation's objectives and works as an effective team member.

A committed employee is one that will remain with the organization. Richard Steers (1977) hypothesized and found true that the more committed an employee is, the less of a desire they have to terminate from the organization. These "highly committed" employees were found to have a higher intent to remain with the company, a stronger desire to attend work, and a more positive attitude about their employment. (Brum, 2007)

Meyer and Allen, 1991 asserts that commitment over time has been defined and measured in many different ways. Indeed, this lack of consensus in the definition of the term has contributed greatly to its treatment as a multidimensional construct.

The table below presents definitions of the different forms of commitment provided in several multidimensional models of organizational commitment.

Angle and Perry (1981)	
Value commitment	Commitment to support the goals of the organization
Commitment to stay	Commitment to retain their organizational membership
O'Reilly and Chatman (1986)	
Compliance	Instrumental involvement for specific extrinsic rewards
Identification	Attachment based on a desire for affiliation with the organization
Internalization	Involvement predicated on congruence between individual and organizational values.
Penley and Gould (1988)	
Moral	Acceptance of and identification with organizational goals
Calculative	A commitment to an organization which is based on the employee's receiving inducements to match contributions.
Alienative	Organizational attachment which results when an employee no longer perceives that there are rewards commensurate with investments; yet he remains due to environmental pressures.

Meyer and Allen (1991) Affective Continuance Normative	The employee's emotional attachment to, identification with, and involvement in the organization. An awareness of the costs associated with leaving the organization. A feeling of obligation to continue employment
Mayer and Schoorman (1992) Value Continuance	A belief in and acceptance of organizational goals and values and a willingness to exert considerable effort on behalf of the organization. The desire to remain a member of the organization.
Jaros et al (1993) Affective Continuance Moral	The degree to which an individual is psychologically attached to an organization through feelings such as loyalty, affection, warmth, belongingness, pleasure etc The degree to which an individual experiences a sense of being locked in place because of the high costs of leaving. The degree to which an individual is psychologically attached to an organization through internalization of its goals, values and mission.

Table 2.1: Organizational Commitment In Multidimensional Models

Source: Coetzee, M. (2005) Employee Commitment: The Fairness of Affirmative Action: An Organizational Justice Perspective.

As indicated by Meyer and Herscovitch (2001), all definitions proffered refer to a force that directs a person's behaviour. There appears to be a consensus that the force is experienced as a mind-set. O'Reilly and Chatman, (1986) define commitment as the psychological attachment felt by a person for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organization. Allen and Meyer (1990) state that "it is a psychological state that binds the individual to the organization". Coetzee (2005) also sees it as an individual's identification with and involvement in a particular organization. It is characterized by a strong belief in and acceptance of the organisation's goals and values, a willingness to exert considerable effort on its behalf, and a strong desire to maintain membership of it. (Coetzee, 2005)

Robinson (2003) citing O'Malley (2000) posits that commitment can be divided into five components, each of which are created by different factors. These are defined as follows: **Affiliative** - the compatibility of the employee's and the organization's interests and values, **associative** - the employee's perception of belonging to the organization, **moral**- the sense of mutual obligation between the employee and the organization, **affective**- the feeling of job satisfaction experienced by the employee and **structural** - the belief that the employee is engaged in a fair economic exchange. Organizations that take positive steps to create commitment appreciate that it is a vital component of business success.

2.1.6.1 Organizational Commitment

The concept of organizational commitment has been defined in many ways. Adapted from the study done by Lew Tek Yew (2008), Steers (1977) is among the first to view organizational commitment as an employee attitude and as a set of behavioral intentions; the willingness to exert considerable effort on behalf of the organization and a strong desire to maintain

membership of the organization. Then, Mowday, Steers and Porter (1979; 1982) refined that the concept of organization commitment can be characterized by at least three factors: (a) a strong belief in, and acceptance of, the organization's goals and values, (b) a willingness to exert considerable effort on behalf of the organization; and (c) a strong desire to remain in the organization. The researchers defined organizational commitment as the strength of an individual's identification with the goals of an organization's multiple constituencies and it is about positive involvement, which is integral to developing shared goals and objectives in a particular organization. In short, organizational commitment can be considered to be affective responses or attitudes which links or attaches an employee to the organization.

Meyer and Allen (1991) suggests three types of organizational commitment they are, *affective commitment* which measures an employee's emotional attachment to, identification with, and involvement in the organization, *normative commitment* reflects pressures on an employee to remain with an organization resulting from organizational obligations and *continuance commitment* refers to commitment associated with the costs that employees perceive are related to leaving the organization. (Khan, Ziauddin, Jam and Ramay, 2010)

One important point is that not all forms of employee commitment are positively associated with superior performance (Meyer and Allen, 1997). For example, an employee who has low affective and normative commitment, but who has high continuance commitment is unlikely to yield performance benefits. The main reason such an employee remains with an organization is for the negative reason that the costs associated with leaving are too great. (Robinson, 2003)

2.1.7 Staff Recruitment and Selection

The effective recruitment and selection of employees is a fundamental human resource management activity, one that if managed well can have a significant impact on organizational

performance as well as lead to a more positive organisational image (Pilbeam and Corbridge, 2006). Unugbro (2007) defines recruitment as the staffing activity of seeking and attracting a large supply of people from which qualified job vacancies can be filled. Osamwonyi and Igbiosa (2005) see recruitment as the process of attracting qualified candidates to apply for available jobs in the organization. Armstrong (2012) also refers to recruitment as the process of finding and engaging the people the organization needs. Fuller and Huber (2001) in their work acknowledged that getting the right individuals interested in applying for job at a company is the essence of recruitment. A good recruitment exercise involves all prospective applicants for the vacant position in the organization. A poor recruitment exercise may be very expensive to the organization because it could lead to the selection of poor candidates who may have to leave the organization too soon thereby causing the whole process to be repeated with all its attendance costs (Unugbro, 2007)

According to Fuller and Huber (2001) an organization must consider a number of issues when developing a strategy for recruitment and one of the most important decisions is whether to recruit internally, externally, or both. Osamwonyi and Igbiosa (2005) agree that recruitment can be internal, external or both and they describe internal recruiting as giving opportunity to current employees to apply for vacant positions while external recruitment is concerned with attracting outside individuals to apply for jobs in the organization.

Internal Sources

Byars and Rue (2003) in their work identified job posting and bidding as an internal method of recruitment in which notices of available jobs are posted in central locations throughout the organization and employees are given specified length of time to apply for the available jobs, other methods used in publicizing jobs include memos to supervisors and listings in employee

publications. Fuller and Huber (2001) listed four recruitment sources for candidates inside the organization as promotions from within, lateral transfers of employees, job rotation, and rehiring or recalling former employees. They also identified two frequently used methods to recruit internal employees as job posting and skills inventories, this method uses a human resource information system to compile skills information on all employees, such information could include name, employee number, job classification, previous jobs and experience, salary levels, skills assessment results, work sample results, employee interests and career goals. Potential advantages of internal recruitment over external include: performance information on current employees is available; selection is generally less costly since initial information has been analysed; positions may be filled faster (no time spent contacting employees or getting recommendations); candidates are already familiar with organizational norms, etc., which helps to reduce training and socialization; and promotion from within can be a motivator signaling to other employees that peak performance will be rewarded (Breaugh, 1992 cited in Fuller and Huber, 2001)

External sources

Organizations sometimes don't want to get employees from their current staff or can't get employees they need, some of the sources firms use to find candidates outside their establishments include: online recruitment, advertising, employment or recruitment agencies, job centres, temporary help agencies and employee leasing companies, employee referrals and walk-ins/unsolicited applications, campus recruiting. These are explained in detail below:

Online Recruitment: The use of the internet to recruit potential employees is growing rapidly (Byars and Rue, 2003). Online or e-recruitment uses the internet to advertise or 'post' vacancies, provides information about jobs and the organization and enables e-mail communications to take

place between employers and candidates. The main types of online recruitment sites are corporate websites, job boards and agency sites. Corporate websites may simply list vacancies and contact details or use a more elaborate approach which consists of a dedicated website area that gives details of vacancies, person specifications, benefits and how to apply for jobs by, for example completing online application forms and tests. Such areas may be linked directly to an organizations homepage so that general browsers can access them. Job boards are operated by specialized firms and consist of large databanks of vacancies in which companies pay to have their jobs listed on the sites. Agency sites are run by established recruitment agencies where candidates register online but may be expected to discuss their details in person before these are forwarded to a prospective employer (Armstrong, 2012). Using the internet for recruiting may lead to having some unsuitable job candidates and some poor quality job applications. However, the speed and time saved in recruitment seem to offset these potential problems. (Byars and Rue, 2003)

Advertising: Advertising has traditionally been the most obvious method of attracting candidates and it is still fairly important, especially at local level and in specialized journals (Armstrong, 2012). Byars and Rue (2003) see it as one of the more widely used methods of recruitment stating that help-wanted adverts are commonly placed in daily newspapers and in trade and professional publications. Other, less frequently used media for advertising include radio, television and billboards.

Employment or Recruitment Agencies: Both public and private employment agencies can be helpful in recruiting new employees. State employment agencies exist in most U.S. cities with populations of 10,000 or more and generally have an up-to-date list of unemployed persons. They provide free service for individuals seeking employment and for business organizations

seeking employees. Two types of private employment agencies exist. The executive search firm (or headhunter) seeks candidates for high-level positions, while the second type of employment agency recruits for lower-level positions. Customers of this type of employment agency may be job applicants seeking employment or business firms seeking employees. The fees of private employment agencies are paid by the individual or the employing organization (Byars and Rue, 2003).

Most recruitment agencies deal with secretarial and office staff who are registered with them. They are usually quick and effective but quite expensive. They can produce unsuitable candidates but the risk is reduced if they are clear about the requirements (Armstrong, 2012).

Job Centres: The job centres operated by the Government are mainly useful for manual and clerical workers and sales or call centre assistants (Armstrong, 2012).

Temporary Help Agencies and Employee Leasing Companies: One of the fastest-growing areas of recruitment is temporary help hired through employment agencies. The agency pays the salary and benefits of the temporary help; the organization pays the employment agency an agreed-upon figure for the services of the temporary help. The use of temporary help is not dependent on economic conditions. When an organization is expanding, temporary employees are used to augment the current staff and when downsizing, temporary employees create a flexible staff that can be laid off and easily recalled when necessary but the obvious disadvantage of using temporary employees is their lack of commitment to the organization.

Unlike temporary agencies, which normally place people in short-term jobs at various companies, employee leasing companies and professional employer organizations (PEOs) provide permanent staff at customers' companies, issue the workers' paychecks, take care of

personnel matters, ensure compliance with workplace regulations, and provide various employee benefits (Byars and Rue, 2003).

Employee Referrals and Walk-Ins/Unsolicited Applications: Many organizations involve their employees in the recruitment process. These recruiting systems may be informal and operate by word-of-mouth, or they may be structured with definite guidelines to be followed (Byars and Rue, 2003). According to Dessler (2005) the firm posts announcements of openings and requests for referrals in its intranet web site, bulletin, and on its wallboards. Prizes or cash rewards are offered for referrals that lead to hiring's. One drawback to the use of employee referrals is that cliques may develop within the organization because employees tend to refer only friends or relatives (Byars and Rue, 2003).

Particularly for hourly workers, walk-ins – direct applications made at your office – are a major source of applicants. Employers encourage walk-ins by posting HIRING signs on the property and from practical point of view, simply posting a “Help Wanted” sign outside the door is a cost-effective way to attract good local application (Dessler, 2005).

Campus Recruiting: Recruiting on college or university campus is a common practice of both private and public organizations (Byars and Rue, 2003). Sending an employer's representatives to college or university campuses to prescreen applicants and create an applicant pool from the graduating class is an important source of management trainees, promotable candidates, and professional and technical employees (Dessler, 2005). The most promising recruits are then invited to visit the office or plant before a final employment decision is made (Byars and Rue, 2003).

An external recruitment orientation also often realizes some advantages: (1) outside individuals can import new ideas and/or trade secrets; (2) external candidates may reduce the need for

training and development, particularly if they have been trained elsewhere; (3) hiring outsiders can indicate a changing business; and (4) there may not be a viable internal person (Fuller and Huber, 2001)

Osamwonyi and Igbinsosa (2005) opine that selection is essentially a process of prediction. It is aimed at acquiring sufficient information from the applicants that would predict their likely success on the job on the basis of which those that are likely to be most successful are offered employment. Unugbro (2007) also in his work posits that the purpose of selection is to choose individuals that are most likely to succeed from those that are available and that it is only when an adequate pool of qualified candidates is available that the selection process can function properly. He outlined the following as a suggested procedure for selecting qualified employees: preliminary screening from data records or data sheet, preliminary interview, adequate tasks, performance references, physical examination, personal judgment.

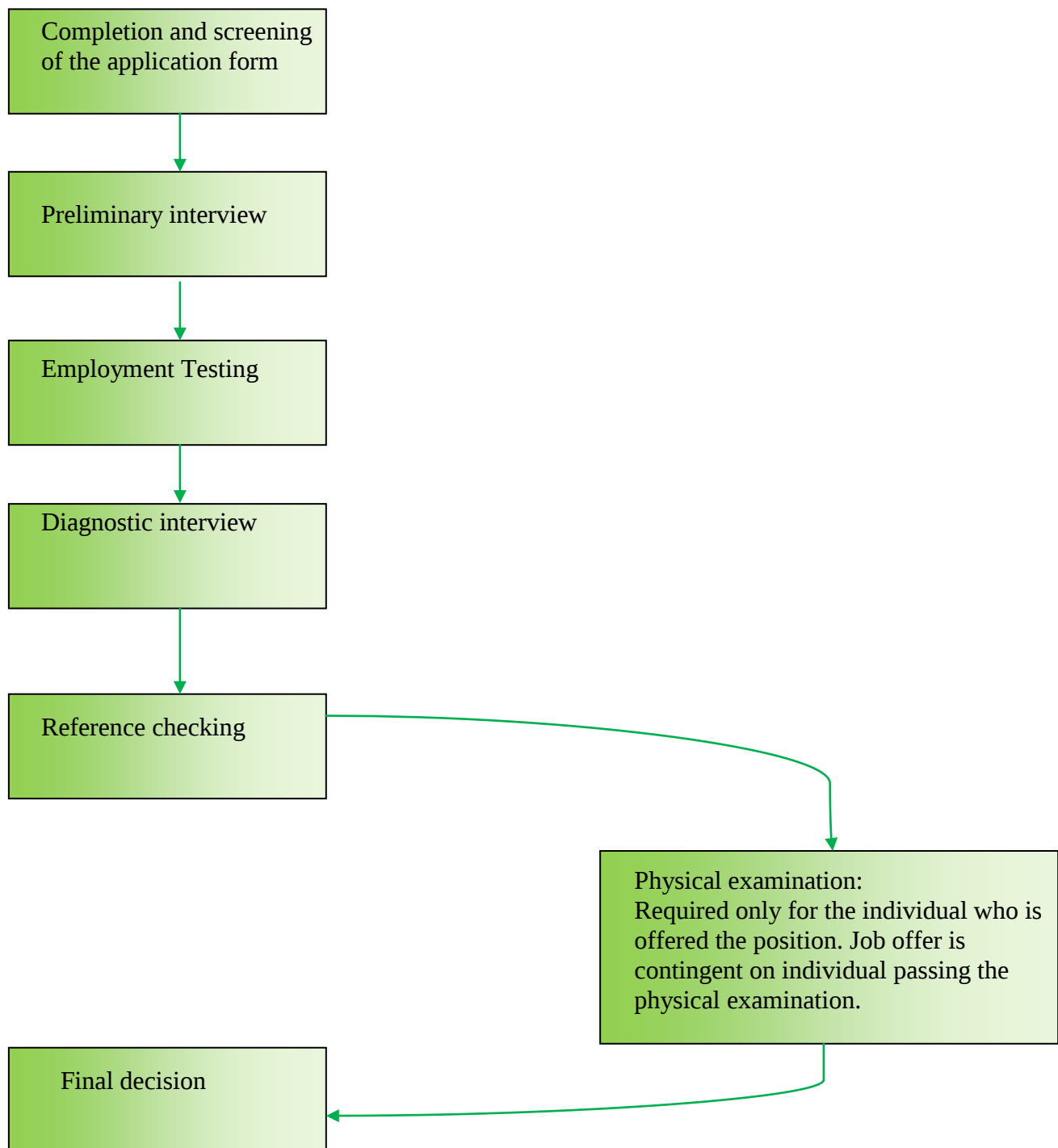


Figure 1.2: Steps in the Selection Process

Source: Byars, L. and Rue, L., (2006) *“Human Resource Management”*. New York: McGraw-Hill/Irwin

2.1.8 Reward Management

The very important motivating factor for people joining and continuing in an organization is the kind of work they get, and the reputation they enjoy in the organization. There is a wide variety of methods available for motivating staff, from recognizing the employee's achievements by simply saying 'thank you' to more complex schemes which combine and set targets with fixed rewards (Bayissa and Zewdie, 2011)

Reward management deals with the strategies, policies and processes required to ensure that the contribution of people to the organization is recognized by both financial and non-financial means (Armstrong, 2007)

Armstrong (2007) states that the aims of reward management are: rewarding people according to the value they create, aligning reward practices with business goals *and* with employee values and needs, rewarding the right things to convey the right message about what is important in terms of behaviours and outcomes, helping to attract and retain the high-quality people the organization needs, motivating people and obtaining their engagement and commitment and developing a high-performance culture. He also outlines the elements of reward management as business strategy, reward strategy and policy, base or basic pay, contingent pay, employee benefits, allowances, total earnings, total remuneration, job evaluation, market rate analysis, grade and pay structures, performance management, non-financial rewards and total reward.

2.1.9 How to Deal with Organizational Politics

Ogunbameru (2004:225) establishes that although it may be impossible to totally eliminate organizational politics, it is important for managers to consider ways of minimizing the unwanted effects of political behaviour. Some proven and effective tactics include: clarify job

expectations, open the communication process, be a good role model, do not turn a blind eye to game players.

Bolander (2011) suggests the following methods to deal with organizational politics they include:

Be data driven: Usually, data trumps any sort of political agenda. When you are data driven, you rely on the facts and that is your best method to diffuse any sort of political positioning.

Foster alliances: You need to build up alliances well in advance of any political conflict. Alliances are a great way to help each other ensure that nothing gets past your collective political radar.

Admit when you are wrong: The power of admitting when you are wrong is seldom understood. When used correctly, it diffuses a politically charged situation within an instant. The trick is to use it sparingly since if you are wrong too often, people will start to question your competence.

Understand the question behind the question: In a politically charged environment, the line of questioning will always lead to some sort of political peak. Knowing where the questions are leading will allow you to anticipate this and adjust accordingly.

Tell the truth: This may seem obvious but most people will skirt the truth because it may make them look bad. Don't worry so much about looking bad but rather, make sure you have the facts straight and that you are striving to seek the truth about the situation.

Use email sparingly: Email can be a curse in a political environment since it's a record of half-baked ideas and half-truths. Use email sparingly and only when you have the facts straight.

Always look out for the best interest of the company: This is probably the single best thing you can do when in a politically charged company. No one can debate your motivation when it's in the best interest of the company.

Foster relationships: Personal insights into your coworkers can help you navigate the political landscape by giving you content into their personality. This is useful when the arguments get heated.

Stand up for yourself: When you are right, let everyone know it. Don't cower when someone attacks you. Rather, state the facts and be proud of how you handled the situation.

Help others: By helping others, you earn their trust and respect. You also earn their gratitude that will come in handy when you need help.

Try and find common ground: Common ground is where everyone in the situation can agree. In almost every situation, there is some common point where all parties will agree. Finding that will allow you to accomplish a critical political move — having the parties actually agree on something.

Agree to disagree: Sometimes a situation will descend into such chaos that the only solution is to agree to disagree. This should be your last alternative but it's a powerful tool when you are deadlocked.

Be the peacemaker: It's best that you get the reputation of someone who finds solutions to tricky problems. Being the peacemaker is one way to achieve that. Peacemakers are looked at favorably because they transcend the politics and focus on making progress.

Know When to Say "I don't know": It's much better to say I don't know than to try and make up an answer on the fly. Saying I don't know takes courage but when used correctly, those three simple words can diffuse a volatile situation for another day. Just be careful not to use it too much.

Constantly adjust your approach: As the saying goes, one size does not fit all. You need to read the situation you are in and select the best approach to achieve your objectives. Doing this will allow you be much more successful than if you just do the same thing over and over again.

Today, work in organizations requires skill in handling conflicting agendas and shifting power bases. Effective politics isn't about winning at all costs but about maintaining relationships while achieving results. Although often portrayed negatively, organizational politics are not inherently bad. Instead, it is important to be aware of the potentially destructive aspects of organizational politics in order to minimize their negative effect. Of course, individuals within organizations can waste time overly engaging in political behavior. However, as Kotter (1985) remarked, "Without political awareness and skill, we face the inevitable prospect of becoming immersed in bureaucratic infighting, parochial politics and destructive power struggles, which greatly retard organizational initiative, innovation, morale, and performance." (Bauer and Erdogan, 2009)

According to Sona Hathi (2007) "Leaders should encourage frequent, consistent, and clear communications to eliminate ambiguity, uncertainty, and politics". This portrays the idea that politics within an organization can be highly effected if the leader isn't willing to fully communicate with employees. It is extremely important for leaders to understand as well as utilize the political environment in any company to increase the organizational outcome and levels of satisfaction of the people. Organizational politics can influence the relationship between the leader and employee further leading to the development and success of each and every organization. (<http://en.wikipedia.org>)

2.2 Theoretical Framework

2.2.1 McClelland's Theory of Learned Needs (Motivational Theory)

A significant theory underpinning this study is the McClelland's Theory of Learned Needs. He apposited three secondary needs that he considered particularly important sources of motivation: need for achievement, need for affiliation, and need for power.

He insisted that the most widely studied learned need is need for achievement and it's a desire to do something better or more efficiently than it has been done before. He stated that people with a high need for achievement want to accomplish reasonably challenging goals through their own efforts, they prefer working alone rather than in teams because of their strong need to assume personal responsibility for task, those with the need for affiliation desire to seek approval from others, conform to their wishes and expectations, and avoid conflict and confrontation. While those with the need for power, desire to control their environment, including people and material resources. These individuals want to exercise control over others and are concerned about maintaining their leadership position.

McClelland and his colleagues claimed that the need for power takes two forms: personalized and socialized. Those with a high need for personalized power enjoy their power for its own sake and use it to advance their career and other personal interests, this contrast with people who have a high need for socialized power. The latter seek power to help others, such as improving society or increasing organizational effectiveness. Mcshane and Glinow, (2000) cited by Ezigbo (2007). Thus organizational politics in this regard is using the need for power to achieve personal aims or interests by controlling resources (both man and materials) within the organization to ensure that individual power is sustained and maintained at all cost.

2.2.2 The Systems Theory of management is an integrative theory that attempts to present and operate organizations as a unified and purposeful work unit composed of interrelated parts. This approach tries to give managers a way of looking at the organization as a whole and that the activity of any part affects every other part and that it is the interaction between them that forms the enterprises system (Likert, 1967).

The systems approach involves synergy which means that the whole is greater than the sum of the parts and by implication in organizations, teams/ departments become more effective as they cooperate and interact than if they act in isolation. Systems theory thus helps managers avoid the pitfall of focusing and building one strong department and ignoring other integrally related departments and thus corrects the insufficient attention given to interrelationship and integration. Likert (1967) asserts that the systems theory approach recognizes the importance of optimum performance of component systems (such as teams and other informal groups), it therefore forms the framework for this study.

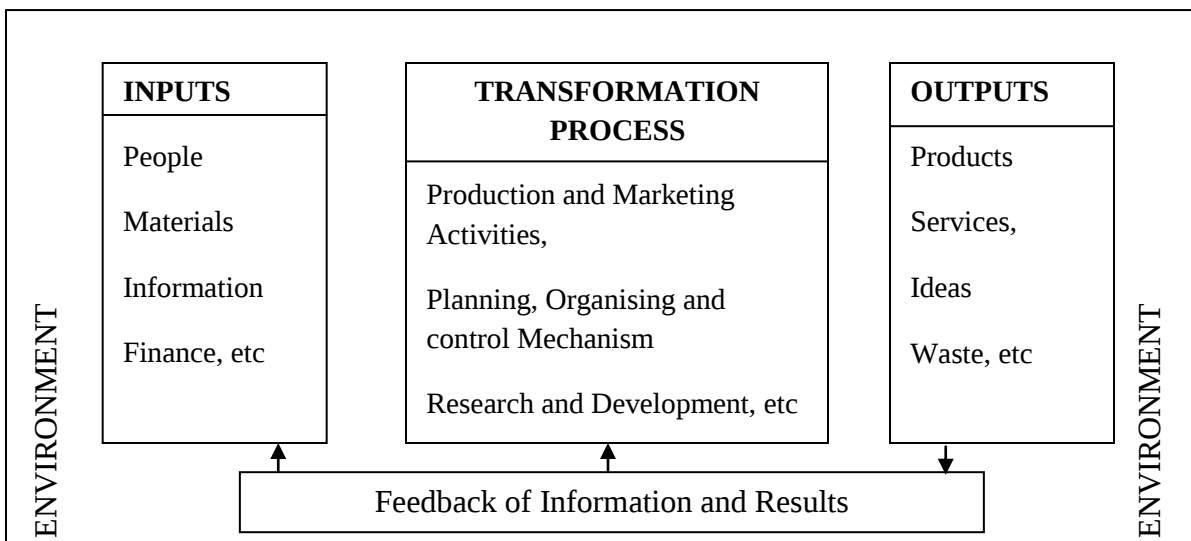


Figure 1.3: The Basic Cycle of the Organizational System

Source: Cole, G.A. (2004) *Management: Theory and Practice*; London: Thompson Learning

From systems theory perspective, all the inputs viz. men, materials, information and finance – are intended to undergo the transformational process to get the required output. This however can be truncated when the transformation process is affected or the inputs do not generate the desired output because of organizational politics among other factors.

Thus, put alternatively, output may not be desired due to intervening factors such as the negative influence of organizational politics. The instrumentality of control, measurement and feedback aids as corrective measures for noticed deviations.

2.2.3 Expectancy Theory: is a broad theory of motivation that attempts to explain the determinants of workplace attitudes and behaviors. It defines motivation in terms of desire and effort, whereby the achievement of desired outcomes results from the interaction of valences, instrumentalities and expectancies. *Desire* comes about only when both valence and instrumentality are high, and *effort* comes about only when all three are high. The major concepts underlie expectancy theory:

Valence – a measure of attraction a given outcome holds for an individual or the satisfaction the person anticipates receiving from a particular outcome. Valence can be positive, negative or zero.

Instrumentality – a person's belief about the relationship between performing an action and experiencing an outcome (performance-outcome expectation).

Expectancy – beliefs regarding the link between making an effort and actually performing well.

Where it is perceived by workers in the organization that negative organizational politics will interfere with valence, instrumentality and expectancy as propounded by Vroom, efforts will be reduced, resulting in low employee performance.

2.2.4 Control Theory: is one of the theories underpinning performance management. It focuses attention on feedback as a means of shaping behaviour. As people receive feedback on their behaviour they appreciate the discrepancy between what they are expected to do and take corrective action to overcome the discrepancy. Where such feedback are given objectively the

workers' morale is high and he/she can be motivated to put in more effort, but in a situation where a worker perceives that the feedback process has been truncated or mixed up with some political intricacies and considerations, positive behaviour might not be the resultant factor.

2.3 Empirical Review

A variety of studies have recently pointed to organizational politics as an important antecedent of employees' performance, both formal and informal (i.e. Adams et al., 2002; Allen et al., 1979; Ferris and Kacmar, 1992; Gandz and Murray, 1980; Kacmar and Baron, 1999; Madison et al., 1980; O'Connor and Morrison, 2001; Parker et al., 1995; Valle and Perrewé, 2000). Most of these studies, and others, have relied on the definition of organizational politics as behavior strategically designed to maximize self-interests (Ferris, Russ and Fandt, 1989) and therefore in conflict with the collective organizational goals or the interests of other individuals, this perspective reflects a generally negative image of workplace politics in the eyes of most organization members. Although treated as separate constructs, several studies have also related organizational politics to the theory of fairness, equity, and justice in the workplace (i.e. Ferris and Kacmar, 1992; Kacmar and Ferris, 1991; Vigoda-Gadot, 2003). Other studies describe organizational politics as a power game and influence tactics designed to achieve the best outcomes for the user (Kipnis et al., 1980; Pfeffer, 1992).

Further studies indicate that organizational politics affects most significantly towards employees' commitment and as a consequence affects employees' performance as well but does not have any significant impact on employees' performance (Rahman, Hussain and Haque, 2011), Correlation analysis and analysis of variance done by Bodla and Danish, (2009) in their research paper, show that Perception of Politics is negatively related to job satisfaction, organizational commitment and job involvement, and positively associated with job stress and turnover intentions. Zang and

Yang, (2012) further establish that perceptions of organizational politics, self-serving behaviors and coworker relation, have significantly positive correlation with task performance.

2.4 Summary

From the extensive related literature review conducted, various definitions of power, organizational politics and performance have been unveiled, the following findings have been identified: Politics exists in organizations because competing interests which must be reconciled exists (Aronow, 2004:10), politics has negative impact on organizational activities (McAlphin and Maurik, 2010), research done by Harris, Andrews and Kacmar (2001) establish that perceptions of organizational politics consistently result in negative outcomes for individuals. But it has also been ascertained that politics can produce positive results which include improving the quality of decision making, causing positive changes, promotion of appropriate organizational goals (Ogunbameru, 2004:224), and a system of politics is necessary to correct certain deficiencies and dysfunctions (Mintzberg, 1985). It has also been ascertained that organizational politics is an important antecedent of workers performance, but to the best of our knowledge, absent from current literature and resulting literary discourse is a treatment of the phenomenon organizational politics and its impact on the performance of workers especially academic staff in Nigerian universities.

The quantitative analysis obtained from the conduct of this research will contribute to and extend the body of knowledge by providing insight on how organizational politics impacts on academic staff performance in universities with Edo State as the focal point.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

Research design is the frame work which specifies the type of information to be collected, the sources of data and the collection procedure. It is the basic plan for data collection and analysis of the study. The survey research design was adopted because it's the most appropriate.

3.2 Sources of Data

Data for this study were obtained from both primary and secondary sources.

Primary Source: Primary sources of data are original data collected basically for the purpose of the study. The primary source of data for this study are questionnaire and interview.

Secondary Source: Data from secondary source were those not originally meant for this study. This source of data were obtained from the review of several publications that are relevant and related to the study. These include textbooks, journals, unpublished materials, and the internet, etc.

3.3 Population of the Study

The target population of this study includes all the academic staff of the following universities in Edo State: University of Benin, Ambrose Alli University and Benson Idahosa University. Our visits to these institutions and information retrieved from the Registry Department indicate that University of Benin has 1,306 academic staff, Ambrose Alli University 920 and Benson Idahosa University has 238 academic staff respectively. They were chosen considering their years of existence and generally accepted academic standard.

Table 3.1 **Population Distribution in the sampled organizations**

Organizations	Academic staff
University of Benin	1,306
Ambrose Alli University	920
Benson Idahosa University	238
TOTAL	2,464

Source: Field Survey, 2011

3.4 Sample Size and Sampling Technique

For the purpose of this study the actual population is two thousand four hundred and sixty four (2,464) staff. Based on this population, a normal confidence level of 95% and error tolerance of 5% was used. We therefore, determine the sample size using Taro Yamane formula, this mathematical method is given as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where:

n = Sample size

N = Population

e = Acceptable margin of error. In this case we consider 5% i.e 0.05 margin of error sufficient.

1 = Statistical Constant

i.e.

N = 2464

e = 5% or 0.05%

Therefore:

$$n = \frac{2464}{1 + 2464 (0.05)^2}$$

$$n = \frac{2464}{1 + 2464 (0.0025)}$$

$$n = \frac{2464}{1 + 6.16}$$

$$n = \frac{2464}{7.16}$$

$$n = 344.13$$

This gives a sample size of **345**.

A stratified sampling method involves division of the population into classes or groups with each group or stratum having some definite (similar) characteristics or feature.

Thus: $Q = A/N \times n/1$

Where:

Q= the number of questionnaires to be allocated to each company

A= the population of each company.

N= the total population of all the companies

n = the estimated sample size used in the study.

Thus:

UNIVERSITY OF BENIN

Academic staff to be sampled.

$$Q = \frac{1306}{2464} \times \frac{345}{1} = 183$$

AMBROSE ALLI UNIVERSITY

Academic staff to be sampled.

$$Q = \frac{920}{2464} \times \frac{345}{1} = 129$$

BENSON IDAHOSA UNIVERSITY

Academic staff to be sampled.

$$Q = \frac{238}{2464} \times \frac{345}{1} = 33.3$$

$$\text{Sample size} \simeq = 345.3$$

Table 3.2 Breakdown of the sample size.

Organizations	Population (a)	Questionnaire (q)
University of Benin	1,306	183
Ambrose Alli University	920	129
Benson Idahosa University	238	34
TOTAL	2,464	346

Source: Research Field Survey, 2011.

3.5 Description of the Research Instrument.

A self developed well structured questionnaire was used as our data collecting instrument. Its design is in two sections -A and B. Demographic information is the focus in section A whilst questions relating to the research inquiry was addressed in section B. Question response format

adopted include the likert 5-point scale. We personally administered the questionnaire to the members of staff of the organizations and also conducted interviews to gather more information.

3.6 Reliability of the Research Instrument

Agbonifo and Yomere (2003) citing Zeller and Carmines (1979) define reliability as the degree to which a measuring instrument produces similar outcomes when it is repeated. Similarly Ikeagwu (1998) sees it as the extent of accuracy of data by the degree of stability, repeatability and precision.

We conducted a pilot test before the actual investigation. This served as a pointer to determine if the instrument contained ambiguous or leading or unnecessary questions. The Pearson Correlation formula was employed to establish the instruments reliability and the result indicates $r = 0.96$

3.7 Validity of the Research Instrument

Validity is the process of ascertaining the extent to which the instrument measures what it purports to measure. In order to ensure the validity of the research instrument, proper structuring of the questionnaire and a proper scrutiny of the questionnaire by our supervisor and other experts was carried. Face validation by our supervisor was employed to establish the instruments validity.

3.8 Method of Data Analysis

The questionnaires were retrieved and analyzed using both descriptive and inferential statistics. We used the simple percentage descriptive statistics, while Chi-square X^2 tested the hypotheses at 0.05 level of significance.

According to Agbonifo and Yomere (2001), the Chi-Square (X^2) is a statistical tool that enables the researcher to establish if there is any relationship between two variables in the total population. It does so by testing whether the row classifications of the dependent variables are related to or affected by the different levels of the column classifications of the independent variables.

The computation of the Chi- Square is based on the formula.

$$X^2 = \frac{\sum (f_o - f_e)^2}{f_e}$$

Where f_o = Observed frequency in each cell.

f_e = Expected frequency in each cell

The degree of freedom

This is the assumption of certain level of confidence or error margin. The degree of freedom which is significant in the use chi – square is presented in the form below.

$$(r-1)(c-1)$$

Where:

r = number of rows

c = number of columns

3.9 Decision rule

Reject H_0 if $X^2_c > X^2_t$

Accept H_0 if $X^2_c < X^2_t$

Where:

X^2_c is Chi-square computed

X^2_t is Chi- square tabulated

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter presents, analyzes and interprets the data collected for the study. Data were presented in frequency table and percentages were used for data analysis. A total of three hundred and forty-six (346) copies of questionnaire were prepared and distributed to the respondents from the three selected universities. Out of the above, a total of 299 were duly completed and returned.

Table 4. 1 Distribution and Return of Questionnaire

Organisation	No. Distributed	%	No. Returned	%	No. Not Returned	%
University of Benin	183	52.9	171	49.2	12	3.5
Ambrose Alli University	129	37.3	99	28.5	30	8.9
Benson Idahosa University	34	9.8	29	8.3	5	1.5
Total	346	100	299	86	47	14

Source: *Research field survey 2012*

Table 4.1 above shows that 299 questionnaire representing 86% of the questionnaire were returned, while 47 representing 14% were not returned.

Table 4.2 Sex Distribution of the Respondents

Sex	Male	%	Female	%	Total
University of Benin	114	38	57	19	171
Ambrose Alli University	51	17	48	16	99
Benson Idahosa University	21	7	8	3	29
Total	186	62	113	38	299

Source: Researcher's field survey 2012

The sex distribution table above shows that 186(62%) were male while 113 respondents (38%) were female. This implies that there are more male Lecturers than female Lecturers in the universities understudied.

Table 4.3 Age Distribution of the Respondents

Category	20 - 35	%	36 -50	%	51 and above	%	
University of Benin	116	39	38	13	17	6	171
Ambrose Alli University	52	17.4	42	14	5	2	99
Benson Idahosa University	8	3	12	4	9	3	29
Total	176	59	92	31	31	10	299

Source: Researcher's field survey 2012

Table 4.3 shows that 176(59%) of the respondents were within the age bracket of 20 – 35. 92(31%) of the respondents fall within the age bracket of 36 – 50 while 31(10%) were 51 years and above.

Table 4.4 Educational Qualification of Respondents

Qualification	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
First Degree	30	47	3	80	27
Second Degree	122	40	17	179	60
Ph.d	19	8	9	36	12
Others	-	4	-	4	1
Total	171	99	29	299	100

Source: Researcher's field survey 2012

Table 4.4, shows that 80(27%) were holders of First Degree, 179(60%) of the respondents were holders of a Second Degree, 36(12%) were doctorate degree holders, and 4(1%) were holders of other qualifications.

4.1 DATA ANALYSIS

Analysis of data here was based on the questionnaire administered for the study to address the research questions and test the research hypotheses. In testing the hypotheses, the statistical tools of Friedman's chi-square was used to test the five hypotheses stated in chapter one.

Below are the analysis and the testing of the hypothesis which were formulated to answer the research questions to address the objectives of the study.

Hypothesis one:

Ho: 1 Politics does not to a large extent influence organizational activities in Nigerian Universities.

H_A: 1 Politics to a large extent influences organizational activities in Nigerian

Universities.

Research Question 1: To what extent does organizational politics influence organizational activities in Nigerian Universities?

Below are the responses to the four questions asked to answer the above research question and test hypothesis one.

Table 4.5: Response to Question 6. The quality of students admitted into universities is greatly reduced by the self-serving behaviour of staff members.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	34	32	2	68	22.7
Agree	42	48	11	101	33.7
Undecided	71	3	1	75	25
Disagree	23	5	8	36	12
S.Disagree	1	11	7	19	6.6
Total	171	99	29	299	100

Source: *Researcher's field survey 2012*

Table 4.5 shows that 68(22.7%) of the respondents indicated strongly agree, 101(33.7%) of the respondents indicated agree, 75(25%) of the respondents indicated undecided, 36 (12%) of the respondents indicated undecided while 19(6.6%) of the respondents indicated strongly disagree. This implies that the quality of students admitted into universities is greatly reduced by the self-serving behaviour of staff members.

Table 4.6: Response to Question 7: Teaching activities in Nigerian universities are greatly improved by the actions of individuals furthering their own self interests without regard for the well-being of others in such institutions.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	23	32	2	57	19
Agree	35	38	6	79	26
Undecided	22	9	2	33	11
Disagree	75	4	10	89	30
S.Disagree	16	16	9	41	14
Total	171	99	29	299	100

Source: Researcher's field survey 2012

Table 4.6 shows that 57(19%) of the respondents indicated strongly agree, 79(26%) of the respondents indicated agree, 33(11%) of the respondents indicated undecided, 89(30%) indicated disagree, while 41(14%) of the respondents indicated strongly disagree. This implies that teaching activities in Nigerian universities are greatly improved by the actions of individuals furthering their own self interests without regard for the well-being of others in such institutions.

Table 4.7: Response to Question 8: Political intrigues among academics promote research in academic institutions

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	37	31	1	69	23
Agree	87	39	8	134	44.8
Undecided	15	4	1	20	6.7
Disagree	19	12	5	36	12
S.Disagree	13	13	14	40	13.3
Total	171	99	29	299	100

Source: *Researcher's field survey 2012.*

Table 4.7 shows that 69(23%) of the respondents indicated strongly agree, 134(44.8%) of the respondents indicated agree, 20(6.7%) of the respondents indicated undecided, 36(12%) of the respondents indicated disagree, while 40(13.3%) of the respondents indicated strongly disagree. This implies that political intrigues among academics promote research in academic institutions.

Table 4.8: Response to Question 9: Tribalistic affiliations among academics to a great extent reduce teamwork.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	36	59	12	107	35.8
Agree	98	29	10	137	45.8
Undecided	21	5	-	26	8.7
Disagree	8	5	6	19	6.3
S.Disagree	8	1	1	10	3.3
Total	171	99	29	299	100

Source: *Researcher's field survey 2012*

Table 4.8 shows that 107(35.8%) of the respondents indicated strongly agree, 137 (45.8%) of the respondents indicated agree, 26(8.7%) of the respondents indicated undecided, 19(6.3%) of the respondents indicated disagree, while 10(3.3%) of the respondents indicated strongly disagree. This implies that tribalistic affiliations among academics to a great extent reduce teamwork.

Hypothesis two:

Ho: 2 Organizational politics does not result in poor staff performance in Universities.

H_A: 2 Organizational politics result in poor staff performance in Universities.

Research Question 2: What is the impact of organizational politics on staff performance in Universities?

Below are the responses to the four questions asked to answer the above research question and test hypothesis two.

Table 4.10: Response to Question 10. Self-serving decisions/intrigues by academic staff lead to poor performance of staff.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	39	48	10	97	32
Agree	111	39	12	162	54
Undecided	9	7	3	19	6.4
Disagree	9	4	4	17	6
S.Disagree	3	1	-	4	1.3
Total	171	99	29	299	100

Source: *Researcher's field survey 2012*

Table 4.10 shows that 97(32%) of the respondents indicated strongly agree, 162(54%) of the respondents indicated agree, 19(6.4%) of the respondents indicated undecided, 17(6%) of the respondents disagree, while 4(1.3%) of the respondents strongly disagree. This implies that self-serving decisions/intrigues by academic staff lead to poor performance of staff.

Table 4.11: Response to Question 11: Tribalistic tendencies displayed by academics result in a reduction of job effectiveness.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	56	48	10	114	38
Agree	87	45	13	145	48.5
Undecided	13	4	-	17	5.6
Disagree	10	2	6	18	6
S.Disagree	5	-	-	5	1.6
Total	171	99	29	299	100

Source: Researcher's field survey 2012

Table 4.11 shows that 114(38%) of the respondents indicated strongly agree, 145(48.5%) of the respondents indicated agree, 17(5.6%) of the respondents indicated undecided, 18(6%) indicated disagree, while 5(1.6%) of the respondents indicated strongly disagree. This implies that tribalistic tendencies displayed by academics result in a reduction of job effectiveness.

Table 4.12: Response to Question 12: Favouritism displayed by leadership does not encourage staff performance.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	53	52	20	125	41.8
Agree	94	43	8	145	48.5
Undecided	18	2	-	20	6.7
Disagree	5	2	1	8	2.7
S.Disagree	1	-	-	1	0.3
Total	171	99	29	299	100

Source: *Researcher's field survey 2012.*

Table 4.12 shows that 125(41.8%) of the respondents indicated strongly agree, 145(48.5%) of the respondents indicated agree, 20(6.7%) of the respondents indicated undecided, 8(2.7%) of the respondents indicated disagree, while 1(0.3%) of the respondents indicated strongly disagree. This implies that favouritism displayed by leadership does not encourage staff performance.

Table 4.13: Response to Question 13: The presence of politics in the system reduces staff efficiency.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	17	56	10	83	27.8
Agree	30	33	14	77	25.8
Undecided	20	1	3	24	8
Disagree	75	8	2	85	28.4
S.Disagree	29	1	-	30	10
Total	171	99	29	299	100

Source: *Researcher's field survey 2012*

Table 4.13 shows that 83(27.8%) of the respondents indicated strongly agree, 77(25.8%) of the respondents indicated agree, 24(8%) of the respondents indicated undecided, 85(28.4%) of the respondents indicated disagree, while 30(10%) of the respondents indicated strongly disagree. This implies that the presence of politics in the system reduces staff efficiency.

Hypothesis three:

Ho: 3 Organizational politics does not to a large extent affect the commitment of staff in Universities.

H_A: 3 Organizational politics to a large extent affects the commitment of staff in Universities.

Research Question 3: To what extent does organizational politics in universities affect staff commitment?

Below are the responses to the four questions asked to answer the above research question and test hypothesis three.

Table 4.15: Response to Question 14: Self-serving behaviours among academic staff result in a high rate of absenteeism among staff.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	30	33	5	68	23
Agree	44	52	10	106	35
Undecided	76	8	3	87	29
Disagree	18	3	9	30	10
S.Disagree	3	3	2	8	3
Total	171	99	29	299	100

Source: *Researcher's field survey 2012*

Table 4.15 shows that 68(23%) of the respondents indicated strongly agree, 106(35%) of the respondents indicated agree, 87(29%) of the respondents indicated undecided, 30(10%) of the respondents disagree, 8(3%) of the respondents strongly disagree. This implies that self-serving behaviours among academic staff result in a high rate of absenteeism among staff.

Table 4.16: Response to Question 15: The use of one's individual or assigned power for the purpose of obtaining advantages beyond one's legitimate authority contributes highly to staff turnover in academic institutions.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	19	25	5	49	16
Agree	37	49	12	98	33
Undecided	41	11	3	55	18
Disagree	67	8	8	83	28
S.Disagree	7	6	1	14	5
Total	171	99	29	299	100

Source: Researcher's field survey 2012

Table 4.16 shows that 46(15%) of the respondents indicated strongly agree, 98(33%) of the respondents indicated agree, 55(18%) of the respondents indicated undecided, 83(28%) indicated disagree, 14(5%) of the respondents indicated strongly disagree, while 3(1%) respondents did not respond. This implies that the use of one's individual or assigned power for the purpose of obtaining advantages beyond one's legitimate authority contributes highly to staff turnover in academic institutions.

Table 4.17: Response to Question 16: Constant politicking to a great extent reduces staff commitment to the attainment of stated goals.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	19	40	12	71	24
Agree	37	42	15	94	31.4
Undecided	33	10	-	43	14.4
Disagree	64	3	2	69	23
S.Disagree	18	4	-	22	7
Total	171	99	29	299	100

Source: *Researcher's field survey 2012.*

Table 4.17 shows that 69(23%) of the respondents indicated strongly agree, 94(31.4%) of the respondents indicated agree, 43(14.4%) of the respondents indicated undecided, 69(23%) of the respondents indicated disagree, 22(7%) of the respondents indicated strongly disagree, while 2 (1%) of the respondents did not respond. This implies that constant politicking to a great extent reduces staff commitment to the attainment of stated goals.

Table 4.18: Response to Question 17: Academics in highly politicized institutions have a negative attitude towards their job.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	39	38	14	91	30
Agree	91	41	13	145	49
Undecided	26	7	1	34	11
Disagree	1	13	1	15	5
S.Disagree	14	-	-	14	5
Total	171	99	29	299	100

Source: *Researcher's field survey 2012*

Table 4.18 shows that 91(30%) of the respondents indicated strongly agree, 145(49%) of the respondents indicated agree, 34(11%) of the respondents indicated undecided, 15(5%) of the respondents indicated disagree, while 14(5%) of the respondents indicated strongly disagree. This implies that academics in highly politicized institutions have a negative attitude towards their job.

Hypothesis four:

Ho: 4 Organizational Politics does not significantly reduce the quality of employee recruitment and selection carried out in the sampled Universities.

H_A: 4 Organizational Politics significantly reduces the quality of employee recruitment and selection carried out in the sampled Universities.

Research Question 4: What is the impact of organizational politics on employee recruitment and selection in the sampled Universities?

Below are the responses to the four questions asked to answer the above research question and test hypothesis four.

Table 4.20: Response to Question 18: Political considerations reduce the chances of attracting qualified candidates for available jobs.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	51	50	12	113	38
Agree	91	39	15	145	49
Undecided	14	4	-	18	6
Disagree	2	4	1	7	2
S.Disagree	13	2	1	16	5
Total	171	99	29	299	100

Source: *Researcher's field survey 2012*

Table 4.20 shows that 113(38%) of the respondents indicated strongly agree, 145(49%) of the respondents indicated agree, 18(6%) of the respondents indicated undecided, 7(2%) of the respondents disagree, 16(5%) of the respondents strongly disagree. This implies that political considerations reduce the chances of attracting qualified candidates for available jobs.

Table 4.21: Response to Question 19: As a result of strong political interference not all available recruitment sources are fully utilized.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	92	53	12	157	52
Agree	59	30	11	100	33
Undecided	10	6	1	17	6
Disagree	8	8	4	20	7
S.Disagree	2	2	1	5	2
Total	171	99	29	299	100

Source: Researcher's field survey 2012

Table 4.21 shows that 157(52%) of the respondents indicated strongly agree, 100(33%) of the respondents indicated agree, 17(6%) of the respondents indicated undecided, 20(7%) indicated disagree, while 5(2%) of the respondents indicated strongly disagree. This implies that as a result of strong political interference not all available recruitment sources are fully utilized.

Table 4.22: Response to Question 20: Self-serving behaviors portrayed by academic staff members interfere with the selection process carried out in academic institutions.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	17	47	7	71	23.7
Agree	35	38	17	90	30
Undecided	37	7	3	47	15.7
Disagree	71	5	1	77	25.7
S.Disagree	11	2	1	14	4.6
Total	171	99	29	299	100

Source: *Researcher's field survey 2012.*

Table 4.22 shows that 71(23.7%) of the respondents indicated strongly agree, 90(30%) of the respondents indicated agree, 47(15.7%) of the respondents indicated undecided, 77(25.7%) of the respondents indicated disagree, while 14(4.6%) of the respondents indicated strongly disagree. This implies that self-serving behaviors portrayed by academic staff members interfere with the selection process carried out in academic institutions.

Table 4.23: Response to Question 21: Actions of individuals furthering self-interest in academic institutions lead to the selection of poor candidates for job positions.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	23	40	10	73	24.4
Agree	84	37	13	134	44.8
Undecided	37	6	1	44	14.7
Disagree	20	12	5	37	12.3
S.Disagree	7	4	-	11	3.6
Total	171	99	29	299	100

Source: *Researcher's field survey 2012*

Table 4.23 shows that 73(24.4%) of the respondents indicated strongly agree, 134(44.8%) of the respondents indicated agree, 44(14.7%) of the respondents indicated undecided, 37(12.3%) of the respondents indicated disagree, while 11(3.6%) of the respondents indicated strongly disagree. This implies that actions of individuals furthering self-interest in academic institutions lead to the selection of poor candidates for job positions.

Hypothesis five:

Ho: 5 Organizational politics has no significant impact on staff reward management in Universities.

H_A: 5 Organizational politics has significant impact on staff reward management in Universities.

Research Question 5: What is the impact of organizational politics on staff reward management in Universities?

Below are the responses to the four questions asked to answer the above research question and test hypothesis five.

Table 4.25: Response to Question 22:Political affiliations determine who gets promoted.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	44	42	5	91	30.4
Agree	94	44	9	147	49.2
Undecided	11	4	4	19	6.4
Disagree	7	9	11	27	9
S.Disagree	15	-	-	15	5
Total	171	99	29	299	100

Source: *Researcher's field survey 2012*

Table 4.25 shows that 91(30.4%) of the respondents indicated strongly agree, 147(49.2%) of the respondents indicated agree, 19(6.4%) of the respondents indicated undecided, 27(9%) of the respondents disagree, while 15(5%) of the respondents strongly disagree. This implies that political affiliations determine who gets promoted.

Table 4.26: Response to Question 23: Rewards are not given based on academic achievements but on tribalistic and religious affiliations.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	23	47	1	71	23.7
Agree	41	29	7	77	25.7
Undecided	76	4	3	83	27.7
Disagree	17	12	13	42	14
S.Disagree	14	7	5	26	8.6
Total	171	99	29	299	100

Source: *Researcher's field survey 2012*

Table 4.26 shows that 71(23.7%) of the respondents indicated strongly agree, 77(25.7%) of the respondents indicated agree, 83(27.7%) of the respondents indicated undecided, 42(14%) indicated disagree, while 26(8.6%) of the respondents indicated strongly disagree. This implies that rewards are not given based on academic achievements but on tribalistic and religious affiliations.

Table 4.27: Response to Question 24: Appointments into choice positions with benefits are determined by political affiliations.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	17	45	6	68	22.7
Agree	104	43	14	161	53.8
Undecided	15	4	4	23	7.6
Disagree	27	5	5	37	12.3
S.Disagree	8	2	-	10	3.3
Total	171	99	29	299	100

Source: *Researcher's field survey 2012.*

Table 4.27 shows that 68(22.7%) of the respondents indicated strongly agree, 161(53.8%) of the respondents indicated agree, 23(7.6%) of the respondents indicated undecided, 37(12.3%) of the respondents indicated disagree, 10(3.3%) of the respondents indicated strongly disagree, while 2 (1%) of the respondents did not respond. This implies that appointments into choice positions with benefits are determined by political affiliations.

Table 4.28: Response to Question 25: University policies on staff reward cannot be influenced by political intrigues.

Rating	University of Benin	Ambrose Alli University	Benson Idahosa University	Freq.	%
S.Agree	19	31	2	52	17.4
Agree	25	33	6	64	21.4
Undecided	21	4	1	26	8.7
Disagree	83	12	16	111	37
S.Disagree	23	19	4	46	15.4
Total	171	99	29	299	100

Source: *Researcher's field survey 2012*

Table 4.28 shows that 52(17.4%) of the respondents indicated strongly agree, 64(21.4%) of the respondents indicated agree, 26(8.7%) of the respondents indicated undecided, 111(37%) of the respondents indicated disagree, while 46(15.4%) of the respondents indicated strongly disagree. This implies that university policies on staff reward cannot be influenced by political intrigues.

4.2 HYPOTHESES TESTING

Hypothesis One

Table 4.29

Responses	F	%	X^2	Tab. Value	Df	Decision
SA	301	25.17	175.637	21.0261	12	Reject null hypothesis
A	451	37.71				
UN	154	12.88				
D	180	15.05				
SD	110	9.19				
Total	1196	100	175.637	21.0261	12	

Source: Researcher's field survey 2012

The analysis of the data on hypothesis one revealed that 25.17% of the responses strongly agreed, 37.71% agreed, 12.88% undecided, 15.05% disagreed, while 9.19% strongly disagreed.

The calculated chi-square (X^2_c) value of 175.637 is greater than the table (X^2_t) value of 21.0261 at an alpha level of 0.05 with 12 being the degree of freedom. The alternate hypothesis is accepted and the null hypothesis rejected.

The implication from the foregoing concludes that politics to a large extent influences organizational activities in Nigerian Universities.

Hypothesis Two

Table 4.30

Responses	F	%	X^2	Tab. Value	Df	Decision
SA	419	35.03	216.489	21.0261	12	Reject null hypothesis
A	529	44.23				
UN	80	6.69				
D	128	10.70				
SD	40	3.34				
Total	1,196	100	216.489	21.0261	12	

Source: Researcher's field survey 2012

The analysis of the data on hypothesis two revealed that 35.03% of the responses strongly agreed, 44.23% agreed, 6.69% undecided, 10.70% disagreed, while 3.34% strongly disagreed.

The calculated chi-square (X^2_c) value of 216.489 is greater than the table (X^2_t) value of 21.0261 at an alpha level of 0.05 with 12 being the degree of freedom. The alternate hypothesis is accepted and the null hypothesis rejected.

It can therefore be concluded that organizational politics result in poor staff performance in Universities.

Hypothesis Three

Table 4.31

Responses	F	%	X^2	Tab. Value	Df	Decision
SA	279	23.33	125.964	21.0261	12	Reject null hypothesis
A	443	37.04				
UN	219	18.31				
D	197	16.47				
SD	58	4.85				
Total	1,196	100	125.964	21.0261	12	

Source: Researcher's field survey 2012

The analysis of the data on hypothesis three revealed that 23.33% of the responses strongly agreed, 37.04% agreed, 18.31% undecided, 16.47% disagreed, while 4.85% strongly disagreed.

The calculated chi-square (X^2_c) value of 125.964 is greater than the table (X^2_t) value of 21.0261 at an alpha level of 0.05 with 12 being the degree of freedom. The alternate hypothesis is accepted and the null hypothesis rejected.

Conclusively it can be stated that organizational politics to a large extent affects the commitment of staff in Universities.

Hypothesis Four

Table 4.32

Responses	F	%	χ^2	Tab. Value	Df	Decision
SA	414	34.61	183.816	21.0261	12	Reject null hypothesis
A	469	39.21				
UN	126	10.54				
D	141	11.79				
SD	46	3.85				
Total	1,196	100	183.816	21.0261	12	

Source: Researcher's field survey 2012

The analysis of the data on hypothesis four revealed that 34.61% of the responses strongly agreed, 39.21% agreed, 10.54% undecided, 11.79% disagreed, while 3.85% strongly disagreed.

The calculated chi-square (χ^2_c) value of 183.816 is greater than the table (χ^2_t) value of 21.0261 at an alpha level of 0.05 with 12 being the degree of freedom. The alternate hypothesis is accepted and the null hypothesis rejected.

Conclusively it can be stated that organizational politics significantly reduces the quality of employee recruitment and selection carried out in the sampled Universities.

Hypothesis Five

Table 4.33

Responses	F	%	X^2	Tab. Value	Df	Decision
SA	282	23.58	260.464	21.0261	12	Reject null hypothesis
A	449	37.54				
UN	151	12.63				
D	217	18.14				
SD	97	8.11				
Total	1,196	100	260.464	21.0261	12	

Source: *Researcher's field survey 2012*

The analysis of the data on hypothesis five revealed that 23.58% of the responses strongly agreed, 37.54% agreed, 12.63% undecided, 18.14% disagreed, while 8.11% strongly disagreed.

The calculated chi-square (X^2_c) value of 260.464 is greater than the table (X^2_t) value of 21.0261 at an alpha level of 0.05 with 12 being the degree of freedom. The alternate hypothesis is accepted and the null hypothesis rejected.

The conclusion deduced from here shows that organizational politics has significant impact on staff reward management in Universities.

4.3 DISCUSSION OF RESULTS

The study was evaluated through the use of questionnaire and interview questions which were structured towards ascertaining the Impact of Organizational politics on university academic staff performance in Edo State. The hypotheses were subjected to statistical test of significance at 95% confidence interval and 12 degree of freedom. Chi-square was employed to test the

hypotheses and the findings to be discussed are in line with the objectives of the study based on the data analysis and the result of the field survey.

Sequel to the objective of the study to ascertain the extent to which organizational politics influence organizational activities in Nigerian Universities, hypothesis one was tested with Friedman's chi-square. With a computed chi-square of 175.637 as against the tabulated chi-square value of 21.0261, the null hypothesis was rejected, resulting in the conclusion that politics to a large extent influences organizational activities in Nigerian Universities. This is in accordance with a publication written by managementconsultingcourses stating that politics is a means of recognizing and, ultimately, reconciling competing interests within the organization. If we accept that power relations exist in organizations, then politics and politicking are an essential part of organizational life. (<http://managementconsultingcourses.com>)

Hypothesis two was tested with Friedman's chi-square to assess the effect of organizational politics on staff performance in Universities. With the computed chi-square value of 216.489 against the tabulated chi-square value of 21.0261, the null hypothesis was rejected resulting in the conclusion that organizational politics result in poor staff performance in Universities. This is in line with various studies that have recently pointed to organizational politics as an important antecedent of employees' performance, both formal and informal (i.e. Adams et al., 2002; Allen et al., 1979; Ferris and Kacmar, 1992; Gandz and Murray, 1980; Kacmar and Baron, 1999; Madison et al., 1980; O'Connor and Morrison, 2001; Parker et al., 1995; Valle and Perrewé, 2000).

Hypothesis three was tested using the Friedman's chi-square to identify the extent to which organizational politics affects the commitment of staff in Universities.

The results shows a computed chi-square value of 125.964 against tabulated value of 21.0261, the study rejected the null hypothesis. Conclusively it can be stated that organizational politics to a large extent affects the commitment of staff in Universities. In accordance with a work done on workplace politics (2007), researchers have found that if employees think their organization is overly driven by politics, the employees are less committed to the organization, have lower job satisfaction, perform worse on the job, have higher levels of job anxiety, and have a higher incidence of depressed mood.

Hypothesis four was tested with Friedman's chi-square to assess the impact of organizational politics on employee recruitment and selection in the sampled universities.

With the computed chi-square value of 183.816 against the tabulated chi-square value of 21.0261, the null hypothesis was rejected resulting in the conclusion that organizational politics significantly reduces the quality of employee recruitment and selection carried out in the sampled Universities.

Hypothesis five was tested using the Friedman's chi-square to investigate the impact of organizational politics on staff reward management in Universities. The results shows a computed chi-square value of 260.464 against tabulated value of 21.0261, the study again rejected the null hypothesis. The conclusion deduced from here shows that organizational politics has significant impact on staff reward management in Universities.

Response from Interview Conducted

From the interview conducted respondents indicated that there are avenues of feedback communication in their departments but not all comments were implemented, most of them also indicated that their institutions did not always stick to policy rules without discrimination and fairness was not totally in practice, they cited examples of such behaviours to include students

misbehaviours not being evenly treated as some were favoured above others, staff being treated based on godfatherism, cases of bribery and corruption, sexual harassment, etc. In relating their experiences of organizational politics some identified cases of rules being adjusted in favour of some individuals, departmental functions or tasks being unevenly distributed, monetary allowances for attending workshops and conferences not being approved or released, individuals in groups or caucuses not in power being victimized, while those individuals that are neutral are isolated as a result of suspicion etc.

Some respondents agreed that the presence of politics affected staff negatively because informal interactions had revealed that it has resulted in staff resignation, jealousy, constant display of anger, unhappiness, loss of morale, hatred etc. Other respondents disagreed with the opinion stating that there were also positive sides to the play of politics. Some respondents indicated that politics cannot be eradicated as it is a way of life, others suggested the following measures in eradicating politics; appropriate policy formulation and implementation procedure, strict adherence and implementation of equity and fairness when treating issues within the university. In response to what they would alter in the treatment of employees in their institutions they suggested the following; alter the discriminatory policies that exist within the university, remove key policy implementers, alter the behaviour of some Lecturers by providing sanctions, insist on strict adherence to policies with integrity and without favouritism. All respondents agreed that their perception of equality and fairness was that it was not being expressed and practiced. Some respondents saw their university management as being fair sometimes while others did not agree at all, as evidenced by cases of godfatherism, clique/caucus factors, management personal values etc. As regards fairness and equity in the management of staff reward management some saw them as fair while others did not, reasons given are same as above.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 SUMMARY OF MAJOR FINDINGS

Findings at the end of the study include:

1. Organizational politics to a large extent influences organizational activities in Nigerian Universities. Test of hypothesis one approved this. ($X^2_c = 175.637 > X^2_t = 21.0261$)
2. Organizational politics result in poor staff performance in Universities. Test of hypothesis two approved this. ($X^2_c = 216.489 > X^2_t = 21.0261$).
3. Organizational politics to a large extent affects the commitment of staff in Universities. Test of hypothesis three approved this. ($X^2_c = 125.964 > X^2_t = 21.0261$).
4. Organizational Politics significantly reduces the quality of employee recruitment and selection carried out in the sampled Universities. Test of hypothesis four approved this. ($X^2_c = 183.816 > X^2_t = 21.0261$).
5. Organizational politics has significant impact on staff reward management in Universities. Test of hypothesis four approved this. ($X^2_c = 260.464 > X^2_t = 21.0261$).

5.2 CONCLUSION

The study concludes that organizational politics has significant influence on organizational activities and if not handled properly can result in poor staff performance, ultimately it will affect output, that is the type of graduates we produce. Furthermore the presence of politics in universities reduces the quality of employee recruitment and selection carried out, affects the commitment of staff and impacts staff reward management in universities.

5.3 RECOMMENDATIONS

Based on the findings of this study, the following recommendations were made.

1. University management should acknowledge the presence of organizational politics and work towards reducing its negative impacts on activities within the system.
2. Political machinations within university systems especially as it relates to employee recruitment and selection, and staff reward management should be monitored closely by university management so that its negative effects do not result in reduced staff commitment.
3. Organizational politics when used positively can champion causes and policies that work towards the achievement of goals in organizations, Leadership in universities should encourage such play of politics that will be beneficial to its systems.

5.4 CONTRIBUTION TO KNOWLEDGE

The work is original and has been able to provide insight on how organizational politics impacts on academic staff performance in universities with Nigeria as the focal point, and also the recommendations if effectively carried out, will contribute significantly to knowledge.

5.5 SUGGESTION FOR FURTHER WORK

We recommend that this study be carried out in a larger dimension such that it is broadened to cover one of the six Geopolitical Zones in the Country or across all the 36 States in Nigeria and from a comparative perspective, that is checking to see which academic institutions have the highest play of organizational politics within its systems either Government owned Universities or Private Universities.

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APPENDIX I

Department of Management,
Faculty of Business Administration,
School of Postgraduate Studies,
University of Nigeria,
Enugu Campus.
October, 2012.

Dear Respondent,

I am a postgraduate student of the above named University currently pursuing an M.Sc degree in Management. I am conducting a research on the impact of organizational politics on university academic staff performance in Edo State.

This research is strictly academic and will be of immense assistance if answers to the questions in the questionnaire are given truthfully. Your response will be treated with utmost confidentiality, and will be used solely for the purpose of this research.

Thanks in anticipation of your special co-operation.

Yours faithfully,

Ikebudu Chinyere Deborah

QUESTIONNAIRE

SECTION A

1. Name of your Institution:.....
2. Department:.....
3. Sex: Male[☐] Female[☐]
4. Age: 20 – 35 years [☐] 36 – 50 years [☐] 51 years and above [☐]
5. Academic qualification: First Degree [☐] Second Degree [☐] Ph.D [☐] Others [☐]

SECTION B

To each of the statements that follow, indicate how far you agree with it by ticking one of the following responses;

SA – Strongly agree; A – Agree; UN – Undecided; D – Disagree; SD – Strongly Disagree

S/N	To ascertain the extent to which politics influences organizational activities in Nigerian Universities.	SA	A	UN	D	SD
6	The quality of students admitted into universities is greatly reduced by the self-serving behaviour of staff members.					
7	Teaching activities in Nigerian universities are greatly improved by the actions of individuals furthering their own self interests without regard for the well-being of others in such institutions.					
8	Political intrigues among academics promote research in academic institutions.					
9	Tribalistic and religious affiliations among academics to a great extent reduce teamwork.					

	To assess the impact of organizational politics on staff performance in Universities.	SA	A	UN	D	SD
10	Self-serving decisions/intrigues by academic staff lead to poor performance of staff.					
11	Tribalistic tendencies displayed by academics result in a reduction of job effectiveness.					
12	Favouritism displayed by leadership does not encourage staff performance.					
13	The presence of politics in the system reduces staff efficiency.					
	To identify the extent to which organizational politics affects the commitment of staff in Universities.	SA	A	UN	D	SD
14	Self-serving behaviours among academic staff result in a high rate of absenteeism among staff.					
15	The use of one's individual or assigned power for the purpose of obtaining advantages beyond one's legitimate authority contributes highly to staff turnover in academic institutions.					
16	Constant politicking to a great extent reduces staff commitment to the attainment of stated goals.					
17	Academics in highly politicized institutions have a negative attitude towards their job.					

	To assess the impact of organizational politics on employee recruitment and selection in the sampled universities.	SA	A	UN	D	SD
18	Political considerations reduce the chances of attracting qualified candidates for available jobs.					
19	As a result of strong political interference not all available recruitment sources are fully utilized.					
20	Self-serving behaviors portrayed by academic staff members interfere with the selection process carried out in academic institutions.					
21	Actions of individuals furthering self-interest in academic institutions lead to the selection of poor candidates for job positions.					
	To investigate the impact of organizational politics on staff reward management in Universities.	SA	A	UN	D	SD
22	Political affiliations determine who gets promoted.					
23	Rewards are not given based on academic achievements but on tribalistic and religious affiliations.					
24	Appointments into choice positions with benefits are determined by political affiliations.					
25	University policies on staff reward cannot be influenced by political intrigues.					

APPENDIX II

ORAL INTERVIEW GUIDE

1. Are there avenues of feedback communication in your department?
2. Are the reports or feedback comments implemented?
3. Do you consider this university an organization of fairness that sticks to policy rules without discrimination? Yes or No. Give reasons.
4. What is your experience of organizational politics in this university?
5. Do you think the presence of politics have affected the employees in the university negatively? Yes or No. Give reasons.
6. Kindly give suggestions that may be adopted in eradicating or mitigating the incidences of politics in this university.
7. If you had the means what would you immediately alter with regards to employee treatment in the university?
8. What is your perception of the equality and fairness philosophy and practice to all employees in the university?
9. In your judgment do you evaluate the university management as treating all employees with equity? If Yes or No, give reasons.
10. In your opinion does management display fairness and equity in the management of staff reward in this university? Yes or No. Give reasons.

APPENDIX III

Response to questions asked on the extent to which organizational politics influence organizational activities in Nigerian Universities.

S/N	To ascertain the extent to which politics influences organizational activities in Nigerian Universities.	SA	A	UN	D	SD
6	The quality of students admitted into universities is greatly reduced by the self-serving behaviour of staff members.	68	101	75	36	19
7	Teaching activities in Nigerian universities are greatly improved by the actions of individuals furthering their own self interests without regard for the well-being of others in such institutions.	57	79	33	89	41
8	Political intrigues among academics promote research in academic institutions.	69	134	20	36	40
9	Tribalistic and religious affiliations among academics to a great extent reduce teamwork.	107	137	26	19	10

Source: Researcher's field survey 2012

Fo	Fe	fo -fe	(fo – fe)²	<u>(fo – fe)²</u> e
68	75.25	-7.25	52.56	0.698
101	112.75	-11.75	138.06	1.225
75	38.5	36.5	1,332.25	34.60
36	45	-9	81	1.8
19	27.5	-8.5	72.25	2.627
57	75.25	-18.25	333.06	4.426
79	112.75	-33.75	1,139.06	10.103
33	38.5	-5.5	30.25	0.786
89	45	44	1,936	43.022
41	27.5	13.5	182.25	6.627
69	75.25	-6.25	39.06	0.519
134	112.75	21.25	451.56	4.005
20	38.5	-18.5	342.25	8.889
36	45	-9	81	1.8
40	27.5	12.5	156.25	5.682
107	75.25	31.75	1,008.06	13.396
137	112.75	24.25	588.06	5.216
26	38.5	-12.5	156.25	4.058
19	45	-26	676	15.022
10	27.5	-17.5	306.25	11.136

Source: Researcher's field survey 2012

$$\frac{\sum(fo - fe)^2}{e} = 175.637$$

Response to questions asked on assessing the impact of organizational politics on staff performance in Universities.

	To assess the impact of organizational politics on staff performance in Universities.	SA	A	UN	D	SD
10	Self-serving decisions/intrigues by academic staff lead to poor performance of staff.	97	162	19	17	4
11	Tribalistic and religious tendencies displayed by academics result in a reduction of job effectiveness.	114	145	17	18	5
12	Favouritism displayed by leadership does not encourage staff performance.	125	145	20	8	1
13	The presence of politics in the system reduces staff efficiency.	83	77	24	85	30

Source: Researcher's field survey 2012

fo	Fe	fo - fe	(fo – fe)²	<u>(fo – fe)²</u> e
97	104.75	-7.75	60.06	0.573
162	132.25	29.75	885.06	6.692
19	20	-1	1	0.05
17	32	-15	225	7.031
4	10	-6	36	3.6
114	104.75	9.25	85.56	0.8168
145	132.25	12.75	162.56	1.229
17	20	-3	9	0.45
18	32	-14	196	6.125
5	10	-5	25	2.5
125	104.75	20.25	410.06	3.915
145	132.25	12.75	162.56	1.229
20	20	0	0	0
8	32	-24	576	18
1	10	-9	81	8.1
83	104.75	-21.75	473.06	4.516
77	132.25	-55.25	3,052.56	23.081
24	20	4	16	0.8
85	32	53	2,809	87.781
30	10	20	400	40

Source: Researcher's field survey 2012

$$\frac{\sum(fo - fe)^2}{e} = 216.489$$

Response to questions asked on identifying the extent to which organizational politics affect the commitment of staff in Universities.

	To identify the extent to which organizational politics affects the commitment of staff in Universities.	SA	A	UN	D	SD
14	Self-serving behaviours among academic staff in universities result in a high rate of absenteeism among staff.	68	106	87	30	8
15	The use of one's individual or assigned power for the purpose of obtaining advantages beyond one's legitimate authority contributes highly to staff turnover in academic institutions.	49	98	55	83	14
16	Constant politicking in universities to a great extent reduces staff commitment to the attainment of stated goals.	71	94	43	69	22
17	Academics in highly politicized institutions have a reduced positive attitude towards their job.	91	145	34	15	14

Source: Researcher's field survey 2012

fo	Fe	fo - fe	(fo – fe)²	<u>(fo – fe)²</u> e
68	69.75	-1.75	3.063	0.044
108	110.75	-4.75	22.56	0.204
87	54.75	32.25	1,040.06	18.996
30	49.25	-19.25	370.56	7.524
8	14.5	-6.5	42.25	2.914
49	69.75	-20.75	430.56	6.173
98	110.75	-12.75	162.56	1.468
55	54.75	0.25	0.063	0
83	49.25	33.75	1,139.06	23.128
14	14.5	-0.5	0.25	0.0172
71	69.75	1.25	1.563	0.022
94	110.75	-16.75	280.56	2.533
43	54.75	-11.75	130.06	2.376
69	49.25	19.75	390.06	7.92
22	14.5	7.5	56.25	3.879
91	69.75	21.25	451.56	6.474
145	110.75	34.25	1,173.06	10.592
34	54.75	-20.75	430.56	7.864
15	49.25	-34.25	1,173.06	23.818
14	14.5	-0.5	0.25	0.017

Source: Researcher's field survey 2012

$$\frac{\sum(fo - fe)^2}{e}$$

$$e = 125.964$$

Response to questions asked on assessing the impact of organizational politics on employee recruitment and selection in the sampled universities.

	To assess the impact of organizational politics on employee recruitment and selection in the sampled universities.	SA	A	UN	D	SD
18	Political considerations reduce the chances of attracting qualified candidates for available jobs.	113	145	18	7	16
19	As a result of strong political interference not all available recruitment sources are fully utilized.	157	100	17	20	5
20	Self-serving behaviors portrayed by academic staff members interfere with the selection process carried out in academic institutions.	71	90	47	77	14
21	Actions of individuals furthering self-interest in academic institutions lead to the selection of poor candidates for job positions.	73	134	44	37	11

Source: Researcher's field survey 2012

fo	Fe	fo - fe	(fo – fe)²	<u>(fo – fe)²</u> e
113	103.5	9.5	90.25	0.872
145	117.25	27.75	770.06	6.568
18	31.5	-13.5	182.25	5.786
7	32.25	-25.25	637.56	19.769
16	11.5	4.5	20.25	1.7609
157	103.5	53.5	2,862.25	27.655
100	117.25	-17.25	297.56	2.538
17	31.5	-14.5	210.25	6.675
20	32.25	-12.25	150.06	4.653
5	11.5	-6.5	42.25	3.674
71	103.5	-32.5	1,056.25	10.205
90	117.25	-27.25	742.56	6.333
47	31.5	15.5	240.25	7.627
77	32.25	44.75	2,002.56	62.095
14	11.5	2.5	6.25	0.543
73	103.5	-30.5	930.25	8.988
134	117.25	16.75	280.56	2.393
44	31.5	12.5	156.25	4.960
37	32.25	4.75	22.56	0.699
11	11.5	-0.5	0.25	0.022

Source: Researcher's field survey 2012

$$\frac{\sum (fo - fe)^2}{e} = 183.816$$

Response to questions asked to investigate the impact of organizational politics on staff reward management in Universities.

	To investigate the impact of organizational politics on staff reward management in Universities.	SA	A	UN	D	SD
22	Political affiliations determine who gets promoted.	91	147	19	27	15
23	Rewards are not given based on academic achievements but on tribalistic and religious affiliations.	71	77	83	42	26
24	Appointments into choice positions with benefits are determined by political affiliations.	68	161	23	37	10
25	University policies on staff reward cannot be influenced by political intrigues.	52	64	26	111	46

Source: Researcher's field survey 2012

fo	Fe	fo -fe	(fo – fe)²	<u>(fo – fe)²</u> e
91	70.5	20.5	420.25	5.961
147	112.25	34.75	1,207.56	10.758
19	37.75	-18.75	351.56	9.313
27	54.25	-27.25	742.56	13.688
15	24.25	-9.25	85.56	3.528
71	70.5	0.5	0.25	0
77	112.25	-35.25	1,242.56	11.069
83	37.75	45.25	2,047.56	54.24
42	54.25	-12.25	150.06	2.766
26	24.25	1.75	3.063	0.126
68	70.5	-2.5	6.25	0.089
161	112.25	48.75	2,376.56	21.172
23	37.75	-14.75	217.56	5.763
37	54.25	-17.25	297.56	5.485
10	24.25	-14.25	203.06	8.374
52	70.5	-18.5	342.25	4.855
64	112.25	-48.25	2,328.06	20.74
26	37.75	-11.75	138.06	3.657
111	54.25	56.75	3,220.56	59.37
46	24.25	21.75	473.06	19.51

Source: Researcher's field survey 2012

$$\frac{\sum (fo - fe)^2}{e}$$

$$e = 260.464$$