

Effect of Organizational Politics and Organizational Citizenship Behaviour on Employee Job Performance in the Federal Polytechnic Mubi, Adamawa State – Nigeria

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ABSTRACT

Organizational politics is inevitable in an organization and studies have shown that it plays a vital role in influencing organizational citizenship behaviour and employee job performance. Thus, this study was set to test three hypotheses to determine the effect of these variables in the Federal polytechnic Mubi. The study adopted a descriptive research design; instrument for data collection was structured questionnaires designed on five Likert scale. Sample size of 342 was calculated using Taro Yamani formula from the total population of 2357, Thus, a total of 342 questionnaires were administered to the sampled employee, however 330 were retrieved. The retrieved questionnaires were analyzed using statistical package for social science (SPSS) version 26. Findings revealed that organizational politics has significant positive effect on employee job performance ($\beta = 0.168, p < .000$). It was discovered that organizational politics has significant positive effect on organizational citizenship behaviour ($\beta = 0.327, p < .000$). And organizational citizenship behaviour has significant positive effect on employee job performance ($\beta = 0.401, p < .000$). The study concluded that organizational politics, citizenship behaviour are effective predictor of employee job performance; hence the study recommends that the institution should pay special attention on issues regarding politics and adequately reward citizenship behaviour to serve as motivator among employees for the achievement of the institution's goals.

Keywords: Organizational Politics, Citizenship Behaviour, Employee Job Performance

I. INTRODUCTION

Employee performance is very important in government organizations because it reflects on the governments' image and the efficiency of government administration. Yang, and Choi, (2009) states that high job performance increases citizen confidence in government services. Stredwick, (2005) emphasized that job performance improvement is one of many solutions for the government institutions to efficiently and reliably provide basic services to citizens. Employee job performance is an important building block for an organization, and one of the factors that lays the foundation for a high-performing organizations (Abbas, & Raja, 2014). Job performance has long been considered a key factor to sustainable growth in any organization. Hence, every organization depends largely on how its workforce relates with other factors of production, that is, land, capital and entrepreneur which leads to friendship and invariably leads to group and or associations such as formal and informal groups.

Sule, Amuni, and Ariyo, (2015) are of the view that, the presence of both formal and informal groups within an organization necessitates politics and solidarity within the organization. Ogwuche, (2014) is of the opinion that it is unrealistic to have unrestricted politics in organization because they are social bodies where employees make efforts individually and even in groups for esteemed resources, power, involve in conflicts and execute diverse significant strategies to get benefits and

serve their self-interests. Both individuals and groups may engage in office politics which can be highly destructive, as people focus on personal gains at the expense of the organizational goals (Attah, 2016).

Organizational politics and political behavior are some of the important aspects in public service. The political environment of public organizations has been studied by scientists from political science and public administration (Peterson, 1990; Miller, 1993). The main characteristics of Organizational Politics is the willingness of people to influence others to secure personal or collective interests or, alternatively, to avoid negative consequences within an organization (Albloush, Ahmad, Yusoff, & Mat, 2019). According to Vigoda-Gadot, and Kapun, (2005) organizational politics is more pronounced in the governmental sector compared to the private sector and it erodes public confidence in government and the performance of public agencies (Vigoda-Gadot 2007). This is because; public sector employees viewed their work environments as political in nature, which is unfair and unjust Vigoda-Gadot, et al., (2005).

Binney, Glanfield, and Wilke,(2018) stated that politics in organizations is unavoidable, and that handling politics is part of what leaders do. The authors further states that, politics is part of seeing organizations as they are: complex, living communities with histories, cultures and dynamics of their own. It is also part of recognizing people as they are: wonderful, inspiring, maddening, ambitious (often) for self as well as for the organization or a valued cause. Thus, organizational politics are part of organizational life, because organizations are made up of different interests that need to be aligned. In fact, 93% of managers surveyed reported that workplace politics exist in their organization, and 70% felt that in order to be successful, a person has to engage in politics.

Thus, Albloush, et al., (2019) argued that politics is an epidemiological phenomenon in organizations. Eventhough, Abbas, et al., (2014); Bai, et al., (2016) found a negative relationship between organization politics and employee job performance. Jam, Khan, and Zaidi, (2011) (Bozeman, Perrewe, and Kacmar, (2000) viewed organizational politics as negative processes that actively inhibit and interferes with the effective and normal running of an organization like decision making, promotion as well as reward systems. These studies Vigoda, (2000); Vigoda-Gadot, et al., (2005) have linked organizational politics with various behavioral outcomes such as turnover

intentions, negligence and decreased performance, and absenteeism which are often negative interference with productivity and performance at the individual and organizational level. More so, earlier study by Crpopanzano, Howes, Crandey and Toth (1997) found no relationship between perceived organizational politics and some of these organizational behaviors like employee commitment and organizational citizenship behavior.

Organizational citizenship behavior is a term that's used to describe all the positive and constructive employee actions and behaviors that aren't part of their formal job description. It's anything that employees do, out of their own free will that supports their colleagues and benefits the organization as a whole (Verlinden, 2021). Bedi, and Schat, (2013) postulated that organizational politics is modestly connected to lower job performance and moderately associated with fewer citizenship behaviors, which are discretionary extra-role behaviors, such as such as volunteering and helping others, that benefit the group and organization. More so, Mesiler and Vigoda, (2014) highlighted that organizational politics had a direct impact on job performance and suggested that organizational politics influenced both performance and organizational outcomes, but that its linkage relationships are not fully understood. Furthermore, studies argued that the relationship between organizational politics and performance is complex, indicating the possible presence of some mediators and moderators (Rosen, Levy, & Hall, 2006; Ferris, Harrell-Cook, & Dulebohn, 2000).

In view of the above, it is evident that organizational politics is unavoidable in any organization; however, there exists divergence in the perception of organizational politics and its related work outcomes in previous studies. Some defined politics as evil, and that could lead to behavioral outcomes like lateness; absenteeism and indifference seem to be the order of the day. While some studies found no relationship with some of these behavioral outcomes. Though not discrediting the importance of other work outcomes, it is posited that in today's unsettled work environment where employees face more ambiguity in their daily duties coupled with a decreased job security, maintaining employee performance has become a major challenge facing both private and public sector organizations.

The pervasiveness and effect of organizational politics in the workplace, makes further investigation still necessary as suggested by Poon, (2003). In addition, researchers have suggested that further investigation need to be

conducted on the antecedents of job performance on behavioral aspects such as organizational politics (Rosen, Chang, & Levy, 2006). Due to this scenario and organizational politics characteristics as an unavoidable construct in organizations therefore organizational politics deserves more attention and further investigation (Byrne, 2005). Therefore, this study seeks to test the following hypotheses.

Ho₁: Organizational politics has no significant effect on organizational citizenship behaviour in the Federal Polytechnic Mubi

Ho₂: Organizational politics has no significant effect on employee job performance in the Federal Polytechnic Mubi

Ho₃: Organizational citizenship behaviour has no significant effect on employee job performance in the Federal Polytechnic Mubi

II. LITERATURE REVIEW

Organizational politics

Organizational politics is the self-interest and agenda of an individual in an organization without any concern about its impact on the objective of the organization to achieve its goals (Bhasin, 2021). Philip, (2020) opined that organizational politics is the day-to-day practices of achieving an outcome through influence and by working the organization's "machinery" however that might be structured - implicitly or explicitly. In the words of Michael, (2017) organizational politics refers to a variety of activities associated with the use of influence tactics to improve personal or organizational interests. According to Michael, (2017) individuals with political skills tend to do better in gaining more personal power as well as managing stress and job demands, than their politically naive counterparts and that they also have a greater impact on organizational outcomes.

Organizational politics is said to be a process that is related to the self-serving human behaviour and his interactions involving authority and power. Gandz, and Murray, (1980) states that, self-serving behaviours is one of the most important dimensions that can damage organizational efficiency as individuals put their own interests above those of their colleagues and the organization as a whole. Therefore, Brandon and Seldman, (2004); Hochwarter, Witt, and Kacmar, (2000) assert 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. Hence, Ferris, Harrell-Cook, and Dulebohn, (2000) view perceptions of

organizational politics as an individual's subjective assessment of the degree to which their work setting is believed to be self-serving of some individuals and groups, to the detriment of others.

According to Collins, and Paul, (2020) perceptions of organizational politics is important because it is associated with an array of job attitudes, stress indicators, and behaviors. Specifically, perceptions of organizational politics are strongly connected to lower perceptions of organizational trust and support and moderately associated with (a) higher intentions to leave and (b) lower feelings of job satisfaction and organizational commitment. More so, that perceptions of organizational politics are modestly connected to lower job performance and moderately associated with fewer citizenship behaviors, which are discretionary extra-role behaviors, such as volunteering and helping others, that benefit the group and organization (Bedi & Schat, 2013). Thus, Robert, and Charles, (2018) sum up that organizational politics is an inescapable part of organizational life and that when handled well, political action can help fulfill personal and organizational interests; when handled poorly, dysfunctional politics can lead to lower job satisfaction and hamper an organization's mission.

Kacmar, and Carlson, (1997) recommended perception of organizational politics can be assessed through three factors: general political behavior, going along to get ahead, and pay and promotion policies. According to Adebisuyi, et al., (2013) general political behaviour includes the behaviours of individuals who act in a manner to obtain valued outcomes. According to Farrell and Patterson, (1982) political behavior in organizations may be defined as those activities that are not required as part of one's organizational role but that influence, or attempt to influence, the distribution of advantages and disadvantages within the organization; Go along to get ahead consists of inaction by individuals in order to secure valued outcomes; and pay and promotion policies, involves the organization behaving politically through the policies it enacts. Adebisuyi, et al., (2013) posit that all these dimensions influence work attitude or may also be derived as result of some work attitudes.

Organizational citizenship behaviour

Organizational citizenship behavior has been studied since the late 1970s. Over the past three decades, interest in these behaviors has increased substantially. Organizational behavior has been linked to overall organizational effectiveness; as a result, this type of employee

behaviour has important consequences in the workplace. wikipedia, (2014) stated that in industrial and organizational psychology, organizational citizenship behavior is a person's voluntary commitment within an organization or company that is not part of his or her contractual tasks. Organ, (1988) defined organizational citizenship behaviour as an individual behaviour which is not rewarded by a formal reward system but that, when combined with the same behaviour in a group, results in effectiveness.

Organ's (1988) definition of Organizational citizenship behaviour includes three critical aspects that are central to this construct: a) organizational citizenship behaviours are thought of as discretionary behaviors, which are not part of the job description, and are performed by the employee as a result of personal choice. b) organizational citizenship behaviour goes above and beyond that which is an enforceable requirement of the job description, and c) organizational citizenship behaviour contributes positively to overall organizational effectiveness. More so, Organ, (1988) identified five different types of organizational citizenship behaviour. These five most common organizational citizenship behaviours are:

Altruism and general compliance: that these two dimensions serve to improve organizational effectiveness in different ways. Altruism in the workplace consists essentially of helping behaviors. Altruism in the workplace occurs when an employee helps or assists another employee without expecting anything in return. General compliance behavior serves to benefit the organization in several ways. Low rates of absenteeism and rule following help to keep the organization running efficiently. The second behaviour is courtesy, that is polite and considerate behavior towards other people, in this case, other employees. The third behaviour is sportsmanship, which is the willingness on the part of the employee that signifies the employee's tolerance of less-than-ideal organizational circumstances without complaining and blowing problems out of proportion.

The fourth behaviour is conscientiousness, which is a behavior that involves a certain level of self-control and discipline and that goes beyond the minimum requirements. Conscientiousness also means knowing that sometimes the job simply needs to get done, despite the fact that it's after hours. And the last behaviour is the civic virtue, which is about how well someone represents the organization they work for. It's about how an employee supports their company when they're not

in an official capacity. According to Law et al., (2005) civic virtue is characterized by behaviors that indicate the employee's deep concerns and interest in the life of the organization.

Verlinden, (2021) stated that, the benefits of organizational citizenship behavior are non-exhaustive. Among others, the author listed the following organizational citizenship behaviours: organizational citizenship behaviours can boost employee morale; it increases people's levels of work meaningfulness, it is good for employee performance and productivity; in fact, research shows that organizational citizenship behaviours positively predict performance. More so, it creates better social interactions between employees, it reduces stress, it creates a sense of community among employees and it is good for employee's employer brand.

Employee job performance

In the view of Aguinis, (2009) performance is a multidimensional construct where different types of behaviors need to be considered in order to understand it. Borman, and Motowidlo, (1997) relate employees' performance in organization on two perspectives namely task performance and contextual performance. Task performance refers to two activities mainly 1) activities that transform raw materials into goods and services in organization and 2) activities that help with the transformation process by for instance providing planning, coordination and supervision to ensure organization efficiency and effectiveness (Casio and Aguinis, 2001). Thus, task performance covers an employee's contribution to organizational performance, refers to actions that are part of the formal reward system (technical core), and addresses the requirements as specified in job descriptions. At a general level, task performance consists of activities that transform materials into the goods and services produced by the organization or to allow for efficient functioning of the organization (Motowidlo et al., 1997). It then implies that; task performance covers the fulfillment of the requirements that are part of the contract between the employer and employee.

Contextual performance consists of behavior that does not directly contribute to organizational performance but supports the organizational, social and psychological environment. Contextual performance is different from task performance as it includes activities that are not formally part of the job description. It indirectly contributes to an organization's performance by facilitating task performance. An employee engages in contextual performance when

they are for instance involved with voluntarily helping colleagues, putting in extra effort to complete a given task, putting in extra hours to get work done on time and so forth (Van Scotter, 2000). Thus, contextual performance refers to behaviors that influence the effectiveness and efficiency of organization. Among the characteristics of contextual performance as suggested by Aguinis, (2009) are: a) persisting with enthusiasm and exerting extra effort to complete task activities b) volunteering to carry out task activities that are not formally part of the job, c) helping and cooperating with others, d) following organizational rules and procedures and e) endorsing, supporting and defending organizational objectives. Based on the above it can be concluded that both task and contextual performance are important especially in managing performance of employee in organization.

III. THEATRICAL FRAMEWORK

A body of theoretical work has emerged that attempt to explain the concept of organizational politics. According to Wangui, and Muathe, (2014) organizational politics have largely been anchored on social exchange theory, equity theory and theory of procedural justice theory. The current study accorded with these previous theories, and will take into account one of the theories that may affect employees' behaviour, and encourage to stay or leave the organization.

Equity Theory

Adams' equity theory of motivation says that to be motivated, individuals need to perceive that the rewards they receive for their contributions are fair, and these rewards are similar to those received by their peers. If individuals perceive that their rewards are not fair, they will feel distressed and try to change things to create a sense of fairness. Adams, (1965) found out that power, influence and politics have at least some effects on every member of an organization and thus on the entire organizational unit. Based on the equity theory and on the idea of social exchange and social reciprocity (Blau, 1964), established that the motivation to perform better and the development of positive employee attitudes and behaviors depend on the display of similar positive attitudes and behaviors by other members of the organization (peers, supervisors, the management and the organization as a whole). Therefore, many scholars have argued that the relationship between organizational politics and organizational outcomes is an important one that deserves careful and thorough investigation Ferris, and Kacmar, (1992)

and one that has the potential to enhance our understanding of multiple aspects of performance.

According to Adams, (1965); Andrews, and Kacmar, (2001); Cropanzano, Kacmar, and Bozeman, (1995), one such possible argument can be found in the theory of fairness, equity, and justice in organizations and its relation with organizational politics. Both social capital and perception of organizational politics lay the groundwork for employees' perceptions of fairness and equity in organizations. The idea that politics and fairness are related has already been noted by (Ferris et. al. 1989) and used extensively in later studies (Vigoda-Gadot, & Drory, 2006). Going by this line of thinking, self-interests and politically-oriented decisions that do not take into consideration a collective goal of the work unit or the organization as a whole tend to be viewed negatively by employees and reflect a greater tendency toward injustice, inequity, and bias in resource distribution.

Empirical Review

In the empirical review, the researcher summarizes and discusses previous publications on the subject matter. The section explores past research and its strengths and weaknesses; it is used to validate the target and methods the researcher has chosen for proposed research. Thus, it consists of books and scholarly journals that provide research examples of populations or settings similar to current study, as well as community resources to document the need for proposed research.

Abbas, and Awan, (2017) investigated the effect of organizational politics on employee performance in the public organizations in Pakistan. A thorough extensive literature review was carried out to show an empirical perception about the proposed relationships. A total of 15 public sector employees in the organizations in Pakistan were selected. The data was statistically analyzed using regression analysis; the results showed that organizational politics have a positive effect on employee performance. The study therefore recommended that management needs to understand how employees views the perception of organizational and develop suitable tactics that would curtail the perception of organizational politics and enhance employee performance in the organization.

Advani, and Shaista, (2014) examined the causes and identification of employees' politics and its impact on performance of Banking Industry in Pakistan. Language and caste, experience and position, cultural animosity, religious lobbies, gender discrimination and referral employment

were the major variables used in the study. Quantitative and survey research was adopted in the study. Descriptive statistics was used in analyzing the data. Simple random sampling method was used in selecting 160 employees out of target population. From the study, it was found that there should be a Standardize Human Resource Management, the right person should be posted to the job, bracing courses, conducting orientation on emerging banking and problem solving and meetings with employees should be conducted to resolve problems that may ensue between employees and management and there must be transparency and merit system observed in all matters.

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

Ugwu, Ndugbu, Okoronji, and Kalu, (2014) examined the impact of organizational politics on employees' performance in the private sectors in Nigeria. Zenith Bank Plc. and Alcon Plc., Nigeria were the case study. After conducting the research, it was found that bad political behavior has a negative effect employees' performance and reduces organizational productivity; while good political behavior has a positive effect on employees' performance and improves organizational productivity.

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

Nwizia, Ojiabo, and Alagah, (2017) investigated if there is a relationship between organizational politics and employee's job satisfaction in health sector of Rivers State. The

study utilized cross sectional research design. A sample size of 274 was employed using the Krejcie and Morgan (1970) table. Questionnaire was the research instrument used in collecting primary data used from the respondents. 274 copies of questionnaire were distributed while 245 copies were returned. Spearman's rank order correlation coefficient statistic with the aid of Statistical Package for Social Science (SPSS) was used in analyzing the data and testing the hypotheses. From the findings, it was discovered that there is a positive relationship between organizational politics and employee's job satisfaction and it was concluded that organizational politics affects employee's job satisfaction in the health sector of Rivers State.

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

Olorunleke, (2015) investigated the effect of organizational politics on organizational goals and objectives. Survey research design was used to generate data from a total sample size of 152 employees and theses employees were chosen using simple random sampling method. Correlation analysis was to test the hypotheses. From the study, the results shows that organizational politics has a negative relationship to achievement of organizational goals (-0.224) and also negative relationship to achievement of harmony among the functional departments of an organization (-0.469). It concluded that a politics free organization enhances employee's productivity and increases job satisfaction.

Mensah, (2016) investigated the relationship among Perceived Organizational Politics, Organizational Commitment and Organizational Citizenship Behavior among two selected public sector organizations in Accra. Correlational research design was adopted in collecting data from 160 participants from the Ghana Standards Authority. Perceived organizational Politics scale by Kacmar and Carlson (1997), Organizational Commitment scale by Cook and Wall (1980) and Organizational

Citizenship scale by Moorman and Blakely (1995) were the questionnaires used for the study. It was revealed that there is a negative relationship between employee's Perceived Organizational Politics and Organizational Commitment. There is also negative relationship was also found between Perceived Organizational Politics and Organizational Citizenship Behaviors and a positive relationship between Organizational Commitment and Organizational Citizenship Behavior. The study however did not find any relationship between the dimensions of Perceived Organizational Politics and Commitment.

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

Gaps in the Literature

The researcher review variety of literature on the relationship between organizational politics and employee performance. Most researchers extensively investigated the perceptions of organizational politics and employee performance from various countries such as Nigeria, India and USA and many more. More so, from the empirical review, studies on organizational politics were

carried out in different parts of the states in Nigeria while none has been carried out in the Federal Polytechnic Mubi, Adamawa state, Nigeria. This study seeks to investigate and also attempt to bridge the gap in literature on the effect of organizational politics and organizational citizenship behavior on employee job performance in the Federal Polytechnic Mubi, Adamawa state.

IV. RESEARCH METHODOLOGY

Research Design

The descriptive research which is quantitative in nature was used as it attempts to collect information and statistically analyze it. The study use questionnaire for data collection. To ensure that each element of the population of interest has an equal chance of selection, the study adopted probability sampling method by using simple random sampling. To determine the sample size, the study used a simplified formula for calculating sample sizes developed by Yamane (1967) and the sample size obtained was 342. To test the reliability of the research instrument and as well determine its validity, Cronbach alpha was used to test the research instrument reliability while content validity was used to ascertain validity of the research instrument. The variables of the research instrument were measured through the five-point Likert scale ranging from strongly agree (5) to strongly disagree (1). The research instrument consisted of 34 items, Cronbach's Alpha coefficient was used to test the reliability of the instrument and the result revealed that, all the variables have Cronbach's Alpha coefficient above 0.70, the accepted threshold as presented in table 1 below.

Table 1. Reliability Statistics

Variables	Cronbach's Alpha	N of Items
Organizational Politics	0.719	18
Organizational citizenship behaviour	0.703	8
Job Performance	0.714	8

Analysis of data was done using inferential statistics were used to analyze the research data using Statistical Package for Social Sciences (SPSS) version 26. The descriptive statistics in terms of frequency, percentage, mean and standard deviation was used to analyze the respondents' profile, while inferential statistics in term of regression analysis was used to test the research hypotheses.

V. RESULTS AND DISCUSSIONS

Questionnaire was distributed to 342 sampled employees from the intuitions, that is, the Federal Polytechnic Mubi, Adamawa State. However, out of the distributed questionnaires 330 questionnaires were retrieved indicating (96.5%). The response rate was considered adequate given the recommendation by Fincham, (2008) that a response rate of 60% is considered appropriate in research. While Mugenda, and Mugenda, (2003) advices on response rates exceeding 50% and Cooper, and Schindler, (2007), asserts that a study response rate of above 75% is sufficient to

significantly explain the parameters within the study as it's in a complete response rate. Therefore, based on these assertions, the response rate for the current study is considered adequate and sufficient to draw conclusions.

Simple Linear Regression Analysis

Simple linear regression is used to estimate the relationship between two quantitative variables, that is, in simple linear regression, the study examines the impact of

one independent variable on the outcome. The level of significance for this study is 5%, for a two-tailed test. The decision rule is that the study shall accept the null hypothesis if the p value is greater than the 5% alpha significant level, otherwise reject the null hypothesis. Moreover, if the p value is less than 5% or 0.05 (that is $PV < 0.05$), it implies that the variable in question is statistically significant at a 5% level; otherwise, it is not significant at that level.

Table 1: Ho₁: Organizational politics has no significant effect on employee job performance in the Federal Polytechnic Mubi

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	32.001	1.217		26.284	.000
	OP	.168	.023	.381	7.464	.000
	R ²	0.145				
	Adjusted R ²	0.143				
	F Statistics	55.710				
	P Value	0.000				

a. Dependent Variable: JP

The simple linear regression was used to test if organizational politics significantly predicts organizational citizenship behaviour. The overall regression was statistically significant ($R^2 = 0.145$, $F(1, 328) = 55.710$, $p < .000$). The R^2 value implies that 14.5% variation in overall employee job performance is explained by organizational politics. The result also infers that, 85.5% (100% -

14.5%) of the variation in the dependent variable is not explained in this research model. More so, in testing the research hypothesis, it was found that organizational politics has significant positive effect on employee job performance ($\beta = 0.168$, $p < .000$). Based on this statistical evidence, the null hypothesis was rejected.

Table 2: Ho₂: Organizational politics has no significant effect on organizational citizenship behaviour in the Federal Polytechnic Mubi

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.525	1.981		12.383	.000
	OP	.327	.037	.441	8.903	.000
	R ²	0.195				
	Adjusted R ²	0.192				
	F Statistics	79.255				
	P Value	0.000				

a. Dependent Variable: OB

The simple linear regression was used to test if organizational politics significantly predicts organizational citizenship behaviour. The overall regression was statistically significant ($R^2 = 0.195$, $F(1, 328) = 79.255$, $p < .000$). The R^2 value implies that 19.5% variation in overall organizational citizenship behaviour is explained by organizational politics. The result also infers

that, 80.5% (100% - 19.5%) of the variation in the dependent variable is not explained in this research model. More so, in testing the research hypothesis, it was found that organizational politics has significant positive effect on organizational citizenship behaviour ($\beta = 0.327$, $p < .000$). Following this empirical evidence, the null hypothesis was rejected.

Table 3: H₀₃:Organizational citizenship behaviour has no significant effect on employee job performance in the Federal Polytechnic Mubi

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.158	1.032		23.408	.000
	OB	.401	.024	.672	16.451	.000
R2	0.452					
Adjusted R2	0.450					
F Statistics	270.625					
P Value	0.000					

a. Dependent Variable: JP

The simple linear regression was used to test if organizational citizenship behaviours significantly predicts employee job performance. The overall regression was statistically significant ($R^2 = 0.452$ F (1, 328) = 270.625, $p < .000$). The R^2 value implies that 45.2% variation in overall employee job performance is explained by organizational citizenship behaviour. The result also infers that, 54.8% (100% - 45.2%) of the variation in the dependent variable is not explained in this research model. More so, in testing the hypothesis, it was found that organizational citizenship behaviour has significant positive effect on employee job performance ($\beta = 0.401$, $p < .000$). Hence, the null hypothesis was rejected.

Discussion of findings

The study was set out to assess the effect of organizational politics and organizational citizenship behaviour on employee job performance in the Federal Polytechnic Mubi. Based on previous studies and the outcome of this analysis, the findings of the study are discussed in line with the study hypotheses.

The statistical evidence presented in the regression coefficient table 1 which shows the beta value ($\beta = 0.168$, $p < .000$). This result denotes that organizational politics has significant positive effect on employee job performance in the Federal Polytechnic Mubi. Consistent with this finding is the study conducted by Nnenna, and Ifeyinwa, (2019) who found that pay and promotion has a positive relationship with employee performance in tertiary institutions under study ($\beta = 0.056$; $P = 0.000$). More so, the result of Samad, & Amri, (2011) assert that, pay and promotion policies (PPP) had significant influence on job performance.

However, there exist divergences in previous studies results like that of Shrestha, (2021) in which the beta coefficient of general political behavior was $\beta = -0.447$; $P = 0.001$ indicating that organizational politics has a significant negative effect on employee job performance. So

also, the study of Samad, and Amri, (2011) revealed that organizational politics and its components were negatively related to job performance. The study found that two components of organizational politics mainly going along to get ahead (GATGA) and pay and promotion policies (PPP) had significant influence on job performance.

The statistical evidence presented in the regression coefficient table 2 which shows the beta value ($\beta = 0.327$, $p < .000$). This result signifies that organizational politics has significant positive effect on organizational citizenship behaviour in the Federal Polytechnic Mubi. This result is consistent with previous studies such as Zia ud Din, Iram, and Farooq, (2018) results of the study reveal that organizational politics and organization citizenship behavior are significantly correlated, the R^2 depicts that organization politics has taking 98.8% variation in organization citizenship behavior which shows a good impact of organization politics on organization citizenship behavior.

Albloush, Al-Zu'bi, Abuhussien, Almuala, Al-Utaibi, Taha, and Ahmad, (2021) organizational politics had a negative relationship with organization citizenship behavior with ($\beta = -0.434$; $t = 5.522$; $p < 0.001$; $\beta = -0.341$; $t = 4.437$; $p < 0.001$). More so, Atta, and Khan, (2016) regression analysis revealed that organizational politics and its constructs that included general political behavior (GPB), go-along-to-get-ahead (GATGA), and pay-and- promotions policies (PPP) not only predicted organization citizenship behavior negatively but also found to be the significant negative predictors of other related work outcome.

The statistical evidence presented in the regression coefficient table 1 which shows the beta value ($\beta = 0.401$, $p < .000$), meaning that, organizational citizenship behaviour has significant positive effect on employee job performance in the Federal Polytechnic Mubi. These findings are in consonant with previous

studies like Al-Mahasneh, (2015) who found that the perception of employees toward organizational citizenship behaviour has a positive and significant influence on employee's performance. More so that, organizational citizenship behaviour factors have an impact on work volume, work quality, employee-colleagues relationship and on employee-higher level relationships. Again, Barsulai, Makopondo, and Fwaya, (2019) in their study established a significant effect of organizational citizenship behavior on employee productivity.

A further result by Ahmed, and Islam, (2011) who study some variables of organizational citizenship behaviour asserts that, altruism, and courtesy had positive and significant effect on employee performance. More so, Dwomoh, Gyamfi, and Luguterah, (2019) further study more organizational citizenship behaviour such as courteous citizenship behaviour ($\beta=.512$, $p<.01$), conscientiousness behaviours ($\beta=.134$, $p<.10$) and sportsmanship citizenship behaviour ($\beta=.153$, $p<.10$). These results imply organizational citizenship behaviour have positive significant effect on employee performance. Other previous results also that are consistent with current study include Romle, Talib, and Shahuri, (2016) that reported positive relationship between several dimensions of organizational citizenship behaviour including courtesy and employee performance. Chelagat, Chepkwony, and Kemboi, (2015) and Basu, Pradhan, and Tewari, (2017) also reported positive effect of courtesy as a dimension of organizational citizenship behaviour on employee performance. While Chelagat, et al., (2015) concluded that organizational citizenship behavior is an important factor for enhancing employee performance.

VI. CONCLUSION AND RECOMMENDATIONS

Organizational politics is said to be inevitable in an organization and studies have shown that it plays a vital role in influencing organizational citizenship behaviour and employee job performance. Thus, this study was set to test hypotheses to determine the effect of these variables in the Federal polytechnic Mubi. Based on the results of the study, the following conclusion and recommendations were made.

It was concluded that 14.5% variation in overall employee job performance is explained by organizational politics and that, organizational politics has significant positive effect on employee job performance ($\beta = 0.168$, $p < .000$).

More so, the study concluded that 19.5% variation in overall organizational citizenship behaviour is explained by organizational politics and that organizational politics has significant positive effect on organizational citizenship behaviour ($\beta = 0.327$, $p < .000$).

The study finally concluded that, 45.2% variation in overall employee job performance is explained by organizational citizenship behaviour and that organizational citizenship behaviour has significant positive effect on employee job performance ($\beta = 0.401$, $p < .000$).

Recommendations

Considering the inevitability of organizational politics and its effect on organizational citizenship behaviour as well as employee job performance in an organization in line with the study findings and conclusions, the study forwards the following recommendations:

The study recommends that the institution should give more attention to the play of organizational politics in the institution so as to maximize its full positive potentials while minimizing its negative effect on employee organizational citizenship behaviour and job performance.

And the study recommended that the institution should give better performance rating to workers who engage in organizational citizenship behaviour, for example award pay rise, promotions and bonuses as a motivating factor for employees to exhibit more organizational citizenship behaviour in the institution.

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