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EFFECT OF PERCEIVED ORGANIZATIONAL POLITICS ON COUNTERPRODUCTIVE WORK BEHAVIOR IN SELECTED DEPOSIT MONEY BANKS IN NIGER STATE SENATORIAL DISTRICTS

***Isah Ali [1], Mohammed Abubakar Mawoli[2] and Abdullahi Babandako Yusuf[3]**
Department of Business Administration, Federal University Gusau, Zamfara State, Nigeria.[1]
Department of Business Administration, Ibrahim Badamasi Babangida University, Lapai, Nigeria[2&3]

*Correspondence: isahali@fugusau.edu.ng

ABSTRACT

Politics is inevitable in every human grouping, including banks. Employees' political conducts could have detrimental effects on the organization. Examples include slandering co-workers, squandering supplies, arriving late for work, stealing, deceit, sabotage, and acting impolitely. It also includes any behaviour on the part of employees that deviates from the standards, culture, and regulations of the company and could cause physical or psychological harm to the company.This study examines the effect of Perceived Organizational Politics and Counterproductive Work Behavior among Employees of selected Deposit Money Banks (DMBs) in Niger State's senatorial districts (NGSSD). The study employed a survey research method with data collected using structured questionnaire and distributed to the employees of the selected DMBs. The variables were measured using 5-point Likert scale. The data generated through questionnaire was analyzed using Multiple Regression analysis. The results of the three hypotheses, show that while the organizational reward practices has no significant effect (P>0.05) on CWB among employees of selected DMBs in NGSSD, the existence of dominant group of individuals and political behavior have a positive and significant impact (P<0.05). As a result, we conclude that organizational politics have significant effect on counterproductive work behavior. The study therefore, recommends that: The management of these DMBs should combat political conduct when it is evident and they should behave as role models. The management of these DMBs should set up a system of rewards that will guarantee equity principle for the organizations' personnel. The management of these DMBs should also ensure that promotions, bonuses, and other benefits are awarded based on merit rather than political connections.

Keywords: Counterproductive Work Behavior, Deposit Money Banks, Employees' Political Conducts, Niger State Senatorial Headquarters, Perceived Organizational Politics.

1. INTRODUCTION

The study of Counterproductive Work Behaviors (CWB) started from labor performance that caused the reduction of organizational productivity in the 19th century (Shao, Zhang & Zhang, 2022). These performances incorporate acts such as robbery, disruption, verbal abuse, withholding of exertion, lying, denying to coordinate, and physical ambush. These actions are intended to cause harm to other members of the organization, to the organization as a whole, or to both (De Clerq et al, 2020). Because of its detrimental impacts, high expense, and disruptive nature, CWB has grown to be a major worry for almost every human or organizational activity (Anjum & Parvez, 2018). Counterproductive Work Behavior occurs in all organizations, regardless of their aims or objectives. This is due to the erratic behavior of the workforce as well as how they react to different

circumstances (Sharma & Nair, 2020). Examples of counterproductive work behaviors include slandering coworkers, squandering supplies, arriving late for work, stealing, deceit, sabotage, and acting impolitely. It also includes any behavior on the part of employees that deviates from the standards, culture, and regulations of the company and could cause physical or psychological harm to the company (Robinson & Bennet, 1995).

Cases of CWBs are common in both the public and private domains of human endeavors, and they are a worldwide phenomenon that includes developing countries. The banking industry in Nigeria is not exempted from CWB's problems. As previous research, such as Okoro & Onyebucke (2021), has shown, CWB is commonplace in the financial industry, particularly in Deposit Money Banks (DMBs). These behaviors are very common and have detrimental effects, such as significant financial loss and harm to an organization's ability to build its human capital (Chinwuba, 2023). This researcher, through his work experience in some DMBs in Nigeria, observed certain CWB that are associated with Perceived Organizational Politics, namely misuse of office equipment, misuse of official information, unauthorized use of time and resources, gossiping, low productivity, murmuring, personal aggression, cyber loafing, social loafing, incivility, knowledge hoarding, and sabotage among others. Organizational politics and associated elements including perceived pay equity, organizational injustice, and organizational support, among others, may be the root cause of CWB.

Bhattarai (2021), viewed perceived organizational politics (POP) as an inherent aspect of organizational life that cannot be disregarded due to its ramifications for the workplace. Politics will always be present in social interactions, but only to a reasonable extent that does not interfere with cognitive functions (Al-Abrrow, et al, 2021). Therefore, study into how such politics affect worker performance is valuable. Tasawar and Shahibudin (2019), viewed organizational politics as a strategy that puts individual aspirations ahead of organizational and group goals. According to Mohsin and Muhammad (2016), organizational politics is when workers utilize their position of authority to further or defend the interests of the group as a whole.

Employees are one of the most important assets any organization can possess and as a distinct asset; these employees provide the organization with a distinctive competitive advantage not easily copied by competitors (Ojeleye & Bakare, 2020). Qualified employees are undoubtedly, assets to banks because of the value they add to the banks performance. Organizational politics are used to achieve these in most banks today.

Agbaje et al (2025), De Clercq and Pereira (2023), and Worimigbe et al (2024) have all looked at the connection between POP and CWB in other sectors. Similar research conducted by Fabian, Ifeoma and Legbeti (2022); Gaili, Amos and Eran (2020); Isaac (2020), Elnigie & Sholola (2020); Budiasih et al (2020); Malik and Pichler (2024), Chinwuba and Nivakego (2022), Gajj, and Galoji (2022), Ugwu and Ugwu (2025), Waziri, Usman, and Nwagbo, (2023), on POP and CWB indicate a strong relationship between the two variables. Arising from the foregoing, the study assumes the perceived organizational politics causes counterproductive work behavior in the Nigerian DMBs, which is antithetical to the banks' corporate objectives. The quest of this study is to subject this assumption to test. The main objective of the study is to examine the effect of Perceived Organizational Politics on employees Counterproductive Work Behavior in selected deposit money banks (DMBs) in Niger State senatorial districts.

In line with the main objective of the study, therefore, the following research hypotheses are postulated:

H_{01}: Counterproductive Work Behavior of employees is not significantly influenced by the dominant group of individuals in selected deposit money banks in Niger State senatorial districts.

H_{02}: Counterproductive Work Behavior of employees is not significantly influenced by organizational reward system in selected deposit money banks in Niger State senatorial districts.

H_{03}: Counterproductive Work Behavior of employees is not significantly influenced by the political behavior in selected deposit money banks in Niger State senatorial districts.

2. LITERATURE REVIEW

2.1 Concept of Counterproductive Work Behavior

Sharma and Nair (2020) define counterproductive work behaviour as any purposeful or deliberate behavior by employees that has the potential to hurt the company, other employees, or both. Counterproductive work behavior is defined by Nnaebue (2020) as employee behavior that goes against the justifiable objectives of an organization and has the potential to do harm to such organizations or the individuals who work for them, such as patients, clients, or consumers. CWBs are defined by Idiakheua and Obetoh (2012) and Ignatius, Olusoji, and Wuraola (2017) as groups of undesirable actions harmful to the business and its employees. Robinson and Bennett (1995) identified four major dimensions of CWB namely, Production deviance, Property deviance, Political deviance, and Personal aggression.

2.2 Concept of Perceived Organizational Politics

Ferris, Russ, and Fandt (1989) posited that "Perceived organizational politics" would be a better term to use than "organizational politics." Feelings of unfairness in interactions, processes, and exchanges are referred to as organizational politics, and they can have detrimental long-term implications (Abdullah et al., 2021). According to Dewan, Abdul Halim, Khatijah, and Omar (2021), perceived organizational politics can be defined as self-perception that is not always objective. The concept is defined by Budiasth et al. (2020) as a workplace phenomenon that eventually influences the attitudes and behaviors of employees within the organization.

2.2.1 Dimensions of Perceived Organizational Politics

In this study, the dimensions of POP, adopted from the work of Damianus et al. (2022), are the existence of dominant group of individuals (EDGI), organization reward practices (ORP), and political behavior (PB) conceptualized as follows.

The existence of a dominant group of individuals: A dominant group is described as any group that has greater influence in society than any lower group. This expression is comparable to Winters' (2015) definition of the dominant group. It is linked to "a social organization that regulates the value structure and rewards in any given society" or implies that privilege, power, or social standing are relevant. The idea put forth by Rosenblum and Travis (2000), according to which a dominant group is a group of individuals who have better access to resources, status, and privileges than do members of minority groups, is connected to this term.

Organizational reward practices: Odunayo (2022) stated that a reward system includes both financial, non-financial, and rewards, or remuneration (salary, benefits, and allowances given to employees). Francis, Oaya, and Mambula (2020) stated that the incentive system's goal is to "attract, retain, and motivate qualified employees." Employee happiness is also impacted by job performance (Damianus et al 2022). This study, believes that effective organizational reward practices, by the management of DMBs in Niger State senatorial headquarters, will add great value to the staff contribution towards achieving both the employees' goals and the goals of the banks.

Political behavior: Political behavior is a collection of actions that, are not strictly required within the organization, but have an impact on how resources and rewards are distributed (Davoodvandi et al, 2020). Damianus et al. (2022) defines politics as "those activities that took effect within enterprises to gain, grow, and utilize power and other resources to obtain one's preferred outcomes in a situation in which there is confusion or discord about choices.

2.3 Conceptual Framework

This study research framework is described by counterproductive work behavior as the study dependent variable, whereas perceived organizational politics is the independent variable as shown in figure 2.1. The existence of a dominating group of individuals, organizational reward practices, and political behavior were the three conceptualizations of perceived organizational politics used in this study.

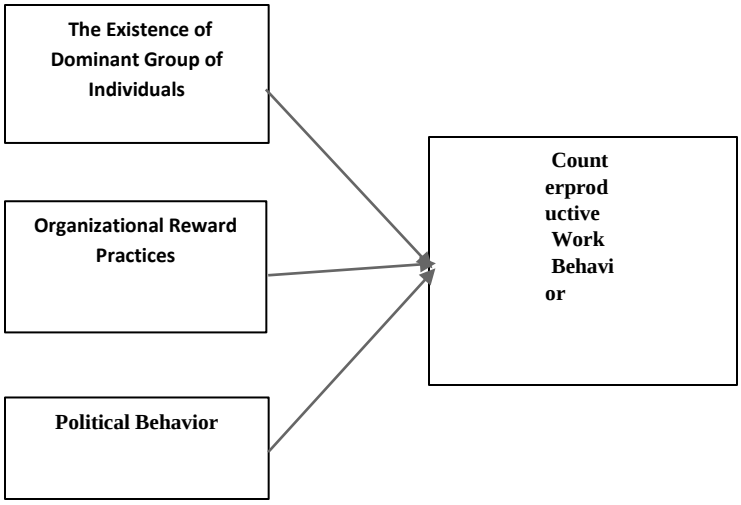

Fig. 1 Relationship between POP and CWB

Source: Researcher's Conceptualization (2024)

2.4 Review of Empirical Literature

Sharma and Nair (2020) and Waziri et al. (2023) examined the correlation between transformational leadership style and leadership philosophies in India cities and Borno State, Nigeria, respectively. The goal of these studies was to ascertain how employees' engagement in counterproductive work behaviors is influenced by the leadership styles of transformational, transactional, and servant leadership. According to the investigation, transformational leadership style was found to be statistically significant in private sector banks, but it also had a negative correlation with the counterproductive work behaviors of subordinates.

Budiasih et al. (2020) examined the mediating role of perceived organizational politics (POP) and the link between job satisfaction and leadership style. The study participants are the managers and their subordinates

from private organizations located in Thailand's capital city. The findings showed that job satisfaction and transformational, or laissez-faire leadership, had a favorable association, whereas job satisfaction and transactional leadership have a negative link. The findings also showed that the association between all leadership philosophies and job satisfaction is mediated by perceived organizational politics.

Chinwuba and Nwakego (2022) investigated the civil servants' perceptions of perceived organizational politics and unfavorable job-related feelings as indicators of incivility in the workplace. The study involved 277 public servants who were randomly recruited from the Enugu State civil servant population in the southeast of Nigeria. Multiple regression analysis results revealed that among Enugu State public officials, perceived organizational politics strongly predicted workplace incivility.

Gaji and Galoji (2022) examined what gives employees perceived organizational politics. The study also establishes the impact of politics on psychological disengagement from the workplace. The study's assumptions were tested using SPSS version 25 and SEM AMOS. Data were gathered by distributing structured questionnaires to a sample of 135 Federal Inland Revenue Services personnel in Northeast Nigeria. The study's findings showed that organizational politics causes employees to become more psychologically detached.

Ojeleye et al. (2022), investigated the role of resilience in the relationship between perceived organizational politics, job stress, and job participation among employees in Zamfara State, Nigeria. The study uses cross-sectional and survey research designs. Structural equation modeling was employed in the study to determine the proposed link. The results showed that, whereas job stress had a negative nonsignificant influence on job engagement, perceived organizational politics and resilience had positive and negative significant effects on job involvement, respectively.

Uchir et al. (2023) examined the impact of work features and perceived organizational support on counterproductive work behavior among non-teaching staff at a state-owned institution in North Central, Nigeria. The study involved 289 respondents. The outcome of the Standard Multiple Regression analysis demonstrated that on counterproductive work behavior, there was a strong independent positive influence of autonomy and a considerable independent negative influence of feedback.

Anwar et al. (2021) examined how followers' CWB is affected by autocratic leadership behavior. The study used social exchange theory as well as the conservation of resources approach. The direct and mediated effects were tested using structural equation modeling. In order to moderate interactions, Hayes' PROCESS macro was utilized in SPSS. The findings suggest that despotic leadership has a positive effect on CWB. The results imply that CWB benefits from autocratic leadership.

Isaac (2020) investigated the impact of organizational politics on job satisfaction in the education sector. Using systematic stratified random sampling, a sample size of 24 was selected from the study's population of 36 participants across all functions. A survey was employed in conjunction with a questionnaire as the data collection tool. In Ghana's education sector, it was discovered that work satisfaction and organizational politics are related.

2.5 Theoretical Framework

The theoretical framework underpinning this study is Equity theory by Sultan Almusam (2016). Equity theory is based on people's beliefs that they deserve a fair treatment, and every person has his or her own perception and notion about fairness. Equity is the quality of being impartial and fair, (Almusam, 2016). The theory was first developed in the year 1960 by John Stacy Adams; a psychologist, who affirmed that workers or employees try to maintain equity between what they offer or put into a job and what they get or receive from it against the inputs and outputs of other people. The application of equity theory has expanded beyond academic fields, and it has been investigated in various geographic settings.

The impact of fairness perception on employees' positive and negative behavior, for instance, was investigated using the concepts of equity theory (Davlembayeva & Alamanos, 2023). The paradigm was used to explain how employees' perceptions of fair procedures and incentive distribution relate to their behavior as good corporate citizens. It was discovered that fair methods can guarantee positive employee behavior, regardless of how equally rewards are distributed among all employees inside the company (Davlembayeva & Alamanos, 2023).

3. METHODOLOGY

This study uses cross-sectional research design, in which data was collected during the entire study, and a quantitative approach to describe and forecast relationships between variables. The population of this study comprises 424 employees of the selected DMBs in Minna, Bida, and Kontagora because the banks are concentrated in these cities.
In other words, one urban area is selected from each of the three Senatorial Zones in the State (Bida for Zone A,

Minna for Zone B, & Kontagora for Zone C) due to presence of some of the banks' branches in the cities. Furthermore, the sample size for this study was determined, using Krejcie and Morgan (1970) scientific approach.

The total sample size for the study is 201, which represent 47% of the total population. Thus, 47% was used as a threshold to estimate the sample size per bank.

Table 3.1: Population and Sample Size of the Study

Zone	Senatorial Headquarters	Name of Bank	Number of Branches	Staff Population	Sample Size (47% of the Population)
A	Bida	Eco Bank Plc	1	14	7
A	Bida	First Bank Plc	1	36	17
A	Bida	Unity Bank Plc	1	12	6
A	Bida	Zenith Bank Plc	1	31	16
B	Minna	Eco Bank Plc	1	30	14
B	Minna	First Bank Plc	2	73	34
B	Minna	Unity Bank Plc	2	54	25
B	Minna	Zenith Bank Plc	2	83	39
C	Kontagora	Eco Bank Plc	1	12	6
C	Kontagora	First Bank Plc	1	37	17
C	Kontagora	Unity Bank Plc	1	10	5
C	Kontagora	Zenith Bank Plc	1	32	15
		TOTAL	15	424	201

Source: Researcher's field work, 2024

The researcher used cluster and simple random probability sampling technique for the study. Cluster sampling is a sampling technique used when "natural" but relatively homogeneous groupings are evident in a statistical population (Singh & Masuku, 2014). The simple random probability sampling technique gives the respondents equal chance of being selected.

Structured questionnaire were used for data collection. The questions were designed in a way that made it clear on how perceived organizational politics affects counterproductive work behavior. There are three sections on the questionnaire: A, B and C. Section A provides the respondents' demographic data, including age, gender, work experience, ethnicity, rank, course of study and level of education. The questions in Section B focused on the independent variables which were measured using three dimensions – the existence of dominant group of individuals, organizational reward practices, and political behavior adopted from the work of Damianus et al. (2022). Likewise, Section C focuses on the dependent variables – counterproductive work behavior which is adopted from the work of Abdul Rahim, Shabudin and Mohd (2016). Section A and B was measured using a unique 5-points Likert's Scale.

Face and content validity was used in the study. To check face and content validity of instruments used in this study, the questionnaire was reviewed by the two research supervisors and a pilot test was conducted. As a result, a total of 35 copies of questionnaires were tested. Cronbach's Alpha test was used to evaluate the scales reliability. The variables were tested independently to ensure that the questionnaire to be used is reliable enough. All variables must have a figure above 0.7. Therefore, Cronbach's Alpha figure of 0.7 and above is acceptable (Hair, Black, Babin, & Anderson, 2014).

Table 3.2: Reliability Test

Variables	Number of Items	Reliability Scale
The Existence of Dominant Group of Individuals	5	0.76
Organizational Reward Practices	5	0.81
Political Behavior	5	0.79
Counterproductive Work Behavior	10	0.74

Source: Researchers Survey, 2024

Quantitative data analysis techniques were used to examine the collected data. To portray quantitative data in tabular form, frequency tables and percentage analyses are utilized. The Statistical Package for Social

Science (SPSS Version 23) was coded and used to enter and analyze the questionnaire data. For every independent and dependent variable, means, standard deviations, and correlations were calculated. A regression model was then used to regress the three independent variables on the unproductive work behavior. Following is a description of the model for the regression of coefficients, which was adapted from Prabin's work in 2021:

$PROD = \beta_0 + \beta_1 EDGI + \beta_2 ORP + \beta_3 PB + \varepsilon$ 1

Where:
PROD = Production Deviance;
β_0 = Constant;
β_1, β_2, β_3 = the regression coefficient of the variables;
EDGI = Existence of Dominant Group of Individuals;
ORP = Organizational Reward Policies;
PB = Political Behavior;
ε = the error term

4. DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

A sample of two hundred and one (201) structured questionnaire was distributed to the employees of some selected Deposit Money Banks in Niger State Senatorial Headquarters.
The respondents duly completed and submitted one hundred and ninety-three (193) questionnaires.

4.1 Normality Test

In order to verify that the data were gathered in a normally distributed manner, the study assessed the distribution's normality using skewness and kurtosis. Hair, Black, Barbin, and Anderson (2010) state that a data set is considered normally distributed if the skewness and kurtosis values lie between -2 and +2 and -7 and +7, respectively. Consequently, Table 4.1 below shows that the findings are consistent with the assumptions.

Table 4.1: Normality Test using Kurtosis and Skewness

Variables	Skewness	Kurtosis	Decision
EDGI1	-0.576	2.128	Normal
EDGI2	-0.656	0.639	Normal
EDGI3	0.292	-0.113	Normal
EDGI4	-0.050	0.894	Normal
EDGI5	0.242	-0.668	Normal
ORP1	0.052	-0.362	Normal
ORP2	0.332	-0.623	Normal
ORP3	-1.061	2.124	Normal
ORP4	-0.484	0.069	Normal
ORP5	0.060	0.862	Normal
PB1	-0.808	0.900	Normal
PB2	-0.715	0.929	Normal
PB3	-0.617	-0.170	Normal
PB4	-1.380	2.049	Normal
PB5	0.248	-1.390	Normal
CWB1	-0.131	-0.777	Normal
CWB2	-0.065	-0.836	Normal
CWB3	0.643	-0.381	Normal
CWB4	0.576	-1.686	Normal
CWB5	0.026	-0.505	Normal
CWB6	0.284	-1.243	Normal
CWB7	0.062	-1.288	Normal
CWB8	-0.019	-0.354	Normal
CWB9	0.938	-0.152	Normal
CWB10	-0.445	-0.987	Normal

Source: Researcher's Computation using SPSS

4.2 Test of Hypotheses

H_0: Organizational Politics has no significant effect on production deviance and property deviance of Employees of some selected Deposit Money Banks in Niger State senatorial districts.

Table 4.2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.730	0.532	0.525	1.232	0.304

a. Predictors: (Constant), PB, EDGI, ORP
b. Dependent Variable: CWB

Table 4.2 presents the regression results. The independent variable accounts for 53.2% of the variability of the dependent variable, which is the counterproductive work behavior among employees of some selected Deposit Money Banks in Niger State. The multiple correlation of R is 0.730 and the R Square value is 0.532, indicating a high degree of prediction. With an adjusted R square of 0.525, the independent variable can be held responsible for 52.5% of the variance in the dependent variable.

Table 4.3: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	326.208	3	108.736	71.689	.000
Residual	286.672	189	1.517		
Total	612.881	192			

a. Predictors: (Constant), PB, EDGI, ORP
b. Dependent Variable: CWB

The statistical significance of the model is demonstrated by the F value of 71.689 and P value = .000 seen in Table 4.3. It can be deduced that changes in the dependent variable of counterproductive work behavior may be predicted by means of the independent variables of the existence of dominant group of individuals, organizational reward practices, and political behavior.

Table 4.4: Coefficients

Model	(B)	Std. Error	(Beta)	T	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	14.716	0.551		26.695	0.000	13.629	15.804		
EDGI	-0.110	0.054	-0.185	-2.032	0.044	-0.217	-0.003	0.300	3.334
ORP	0.085	0.055	0.153	1.538	0.126	-0.024	0.194	0.249	4.015
PB	0.309	0.030	0.730	10.400	0.000	0.250	0.368	0.502	1.991

a. Dependent Variable: CWB

Table 4.4 displays the results of the multiple linear regression analysis that was performed to evaluate the hypotheses. The results of the regression analysis point to an equation-form relationship between counterproductive work behavior (CWB) and the independent variables. The relationship between the existence of dominant group of individuals, organizational reward practices, political behavior, and counterproductive work behavior:

Counterproductive Work Behavior (Y) = 14.716 + (–0.110)X_1 + 0.085X_2 + (–0.309)X_3

A consistent β value of 14.716 and a standard error of 0.551 are found in the regression analysis of the relationship between counterproductive work behavior and organizational politics. T-values for the existence of a dominant group of individuals are –2.032, 0.054 for the standard error, 0.044 for the significance level, and –0.110 for the coefficient β.

Therefore, the existence of dominant group of individuals has a favorable and considerable impact on the production deviance and property deviance of employees of some selected Deposit Money Banks in Niger State senatorial districts. The organizational reward practices also have a significant level of 0.126, a positive co-efficient of β value of 0.085, a standard error of 0.055, and a t-value of 1.538. As a result, organizational reward practices have no significant effect on production deviance and property deviance among employees of some selected Deposit Money Banks in Niger State senatorial districts. Additionally, the t-value is 10.400, the significance level is 0.000, the standard error is 0.030, and the co-efficient (β) value for political behavior is 0.309. Therefore, political behavior has a significant effect on the production deviance and property deviance of workers in some selected Deposit Money Banks in Niger State senatorial districts.

In the meanwhile, the 95% confidence intervals of the predictors are used to produce the lower and upper borders limits. First, the lower and upper bounds of the existence of the dominant group of individuals are denoted by the values -0.217 and -0.03, respectively. The existence of a dominant group of individuals is projected to have a coefficient value of -0.110. This implies that the existence of dominant group of individuals has a considerable and positive impact on the production deviance and property deviance among employees of some selected Deposit Money Banks in Niger State senatorial districts. The fact that the existence of dominant group of individuals' coefficient value lies between the upper and lower border limits explains this.

Secondly, the organizational reward practices have lower and higher bounds of -0.024 and 0.194, respectively. Organizational reward practices are expected to have a coefficient value of 0.085. This demonstrates that organizational reward practices have a major and positive impact on the counterproductive work behavior of employees of some selected Deposit Money Banks in Niger State senatorial districts. This may be explained by the organizational reward practices coefficient value, which lied between the upper and lower boundary limits.

Thirdly, the political behavior's lower and upper bounds are, respectively, 0.250 and 0.368. The calculated coefficient value for the political behavior is 0.309. This demonstrates that among employees of some selected Deposit Money Banks in Niger State Senatorial districts, the political behavior had significant effect on their production deviance and property deviance. This is because the political behavior's coefficient value does lie between the lower and upper boundaries of the distribution.

Lastly, Table 4.25 shows that the predictors' tolerance and VIF values satisfy the requirements for non-multicollinearity. This is because when the tolerance value is more than 0.1 and the VIF value is less than 10, the study's predictors do not exhibit multicollinearity (Pallant, 2001).

4.3 Discussion of Findings

The correlation in Table 4.22 above illustrates the relationship between organizational politics and production deviance and property deviance, including the existence of dominant group of individuals, organizational reward practices, and political behavior.

In a similar vein, the results of the three hypotheses show that:

The existence of dominant group of individuals and political behavior have a positive and significant impact on counterproductive work behavior among employees of some selected Deposit Money Banks in Niger State senatorial districts ($P < 0.05$).

The organizational reward practices have no significant effect on counterproductive work behavior among employees of some selected Deposit Money Banks in Niger State Senatorial districts ($P = 0.126 > 0.05$).

The findings of Fabian, Ifeoma and Legbeti (2022); Galit, Amos and Eran (2020); De Clercq and Pereira (2023); Baloch et al. (2017); Budaisih et al. (2020); Malik and Pichler (2024); Chinwuba and Nwakego (2022) are all in line with this one.

5. CONCLUSION AND RECOMMENDATIONS

Arising from the study's findings as regards the effect of EDGI on CWB in selected deposit money banks in Niger State's senatorial headquarters, the study concludes that existence of dominant group of people has significant effect on counterproductive work behavior ($P < 0.05$).

Owing to the second major findings of the study concerning the effect of organizational reward practices on counterproductive work behavior of employees in selected deposit money banks in Niger State's senatorial districts, the study concludes that organizational reward practices have no significant effect on counterproductive behavior ($P > 0.05$).

Based on the research findings on the effect of political behavior on counterproductive work behavior of employees in selected deposit money banks in the senatorial districts in Niger State, the study concludes that political behavior has significant effect on counterproductive work behavior ($P < 0.05$).

Generally, therefore, the study draws the conclusion that perceived organizational politics and counterproductive work behavior are positively correlated and significantly impacted.

The study's conclusions led to the following recommendations being made:

i. Reward System Design: The management of these Deposit Money Banks has to set up a system of rewards that will guarantee equity principle while creating a system for the organization's personnel. This will protect the company from the negative effects of counterproductive work behavior.

ii. Leadership and Political Conduct: Leaders of organizations should combat political conduct when it is evident and unproductive. For followers to learn from them, they should behave as role models. Diversity management is important because individuals from different backgrounds contribute to the organization's strength. Since disputes among employees may result in political games within the company, managers of these companies must control conflict by creating a positive work environment.

iii. Strategic Hiring: Branch managers of these Deposit Money Banks should strategically hire employees who have the potential to perform well rather than giving open positions to well-known members of their target audiences in an attempt to win their business.

One of the study's shortcomings is its cross-sectional research design. Although the cross-sectional study approach may limit usefulness due to its reduced predictive value for long-term behaviors, the results are consistent with the theoretical analysis. To reach more accurate conclusions on cause-and-effect, it is recommended that future research employ longitudinal data collection methods. Second, the study's sample is homogeneous, meaning it comes from organizations that are comparable to one another. This also makes it risky to extrapolate the study's conclusions to a wider range of workers.

Future research should replicate the study in other states in Nigeria to increase the generalizability of the findings. They can use a longitudinal design to examine the relationship between organizational politics and counterproductive work behavior over time. Future research should examine the impact of organizational politics on other outcomes, such as: job satisfaction, organizational commitment, employee well-being.

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