PERCEIVED ORGANIZATIONAL POLITICS AND COUNTERPRODUCTIVE WORK BEHAVIOR: EVIDENCE FROM SELECTED DEPOSIT MONEY BANKS IN MINNA METROPOLIS

By

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Abstract

This study examined Perceived Organizational Politics and Counterproductive Work Behavior among Employees of some selected Deposit Money Banks (DMBs) in Minna metropolis. The study used a survey research method. The instrument used was structured questionnaire which was measured using 5-point Likert scale. A sample of one hundred and forty-four (144) employees of some selected DMBs in Minna metropolis using Taro Yamane (1976) sample size estimate were selected from a population of two hundred and twenty-five (225) employees using convenience and purposeful sampling technique. The data generated through questionnaire were analyzed using Multiple Regression analysis. The regression results show that existence of dominant group of individuals and political behavior have positive and significant effect on counterproductive work behavior of employees of some DMBs in Minna metropolis ($P<0.05$) while organizational reward practices has no significant effect on counterproductive work behavior of employees of some selected DMBs. The study therefore recommended the management of these particular deposit money banks to pay attention to the variations in workers' perceptions; unfavorable attitude against others, improve communication with employees; and assist employees in comprehending the strategic aim of the business.

Keywords: Counterproductive Work Behaviour, Deposit Money Banks, Organizational Reward Practices, Political Behaviour, Perceived Organizational Politics.

1.0. INTRODUCTION

1.1 Background to the Study

The labor practices that reduced organizational efficiency in the 19th century served as the impetus for the research of Counterproductive Work Behaviors (CWB) (Shao, Zhang & Zhang, 2022). The success and competitive positioning of their firms might be compromised by employees' abnormal or unproductive work behaviors. According to De Clerq, Kundi, and Sadar (2020), these behaviors are intended to cause harm to the organization as a whole, to specific members, or to both. Some of the suspected and fastest-growing deviant workplace behaviors among Nigerian workgroups in recent years include employee theft, fraud, and sabotage, as well as nasty pranks and impolite behavior (Ugwu, Nwagbo, & Ohunene, 2022). CWBs are deliberate actions that cause harm to businesses, such as sabotage, theft, or improper work performance. These behaviors are quite common and have detrimental effects, such as significant financial loss and harm to an organization's ability to build its human capital (Chinwuba, 2023). It is well known that CWB 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). A wide spectrum of detrimental employee behaviors that jeopardize an organization's ability to survive is included in CWBs. Employee behavior that can be detrimental to the organization, other workers, or both is known as CWB, (Sharma & Nair, 2020). Examples include leaving work early, squandering resources,

and spreading rumors about coworkers. It also includes any behavior on the part of workers that deviates from the standards, culture, and regulations of the company and might cause physical or psychological harm to the company (Robinson & Bennet, 2000). CWB is defined by Sharma and Nair (2020) as purposeful or deliberate activities taken by workers that have the potential to hurt the company, other employees, or both. CWBs are the result of factors that are related to an employee, both internal (personality, for example) and external (contextual) (organizational culture, surroundings, and social permission) (Dawid 2018). Unwanted outcomes of actions can affect economies and civilizations, as well as a particular worker or company (Dawid, 2018).

According to Bhattarai (2021), Perceived Organizational Politics (POP) are an inherent aspect of organizational life that cannot be disregarded due to the consequences 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, Al-Maatoq, Alharbi, Abdullah, Abbas, and Khattak, 2021). According to Khan, Rehmat, Butt, Farooqi, and Asim (2020), it is impossible to isolate a workplace from OP. Therefore, research into how such politics affect worker performance is valuable. Workers' opinions regarding how politics or power is used in their company are referred to as their POP (Hochwarter, Rosen, Jordan, and Ferris, 2020).

Politics in organizations consequently reflects the organizational environment as OP is better understood in terms of what people believe it to be than what it truly represents (Samaila, Uzochukwu, and Ishaq 2018). When seen from the perspective of the employees, OP frequently takes a negative shape and is known as POP since it has been discovered to be a negative variable at work. There is a contention that OP is not objective enough for each member of the organization to view it in the same way; rather, each person perceives it in a different way. According to Ferris and Kacmar (1992), it would be more appropriate to refer to it as "perceived organizational politics" as opposed to "organizational politics." OP refers to the perception of injustice in relationships, processes, and transactions, which can have detrimental long-term implications (Abdullah et al., 2021).

Studies by Tasawar and Shahibudin (2019); Fabian, Ifeoma and Legbeti (2022); Galit, Amos and Eran (2020); De Clercq and Pereira (2023); Baloch, Meng, Xu, Cepeda-Carrion, Danish, and Bari (2017); Budiasih, Hartanto, Ha, Nguyen, and Usanti (2020); Malik and Pichler (2024), Chinwuba and Nwalego (2022), Gaji and Galoji (2022), Ugwu, (2022); Clerq, Kundi, Sardar, and Shahid (2020) and Ehigie and Sholola (2020) on POP and CWB indicate a strong relationship between the two variables.. None of these studies, however, focused directly on the banking industry. Only the De Clercq and Pereira (2023) study concentrated on the banking sector. In the current study, a few selected DMBs in Minna metropolis will be examined for POP and CWBs.

1.2 Aims and Objectives of the Study

The aim of the study is to examine the effect of POP on the employees CWB in selected deposit money banks (DMBs) in Minna Metropolis. The subsidiary objectives are:

I. To assess the effect of the existence of dominant group of individuals (EDGI) on CWB of employees of some selected deposit money banks in Minna metropols;
II. To ascertain the effect of organizational reward practices (ORP) on CWB of employees of some selected deposit money banks in Minna metropolis; and
III. To determine the impact of political behavior (PB) on CWB of employees of some selected deposit money banks in Metropolis.

1.3 Research Hypotheses

H_{o1}: The existence of dominant group of individuals has no significant impact on CWBs of employees of some selected DMBs in Minna metropolis

H_{o2}: Organizational reward practices has no significant effect on CWBs of employees of some selected DMBs in Minna metropolis

H_{o3}: Political behavior has no significant impact on CWBs of employees of some selected DMBs in Minna metropolis

2.0 Literature Review

2.1 Concept of Counterproductive Work Behavior

From a conceptual standpoint, CWB is most frequently used synonymously with phrases like "workplace deviance behavior," which is employed in sociological studies (Sypniewska, 2020). The competitive positioning and performance of their firms might be compromised by employees' unproductive or deviant work behaviors. These actions are intended to cause harm to other members of the organization, to the organization as a whole, or to both (De Clerq, Kundi & Sadar; 2020). Some of the suspected and fastest-growing deviant workplace behaviors among Nigerian workgroups in recent years include employee theft, fraud, and sabotage, as well as nasty pranks and impolite behavior (Ugwu, Nwagbo, & Ohunene, 2022).

CWB is defined by Sharma and Nair (2020) as intentional or deliberate activities taken by employees that have a possibility to hurt the company, other employees, or both. Examples include leaving work early, wasting supplies, and spreading rumors about coworkers. According to Nnaebue (2020), CWB behavior is defined as employee behavior that contradicts an organization's legitimate objectives and poses a risk of harm to such organizations or its employees who work there, such as patients, clients, or consumers.

2.2 Concept of Perceived Organizational Politics

OP has been conceptualized differently by many researchers. Human resource management has drawn more attention in OP in recent years, especially when it comes to social and personal struggles (Abdullah, Ismail, Alnoor, and Yaqoub, 2021). Politics will always be present in social interactions, but only to a reasonable extent that does not interfere with cognitive functions (Al-Abrrow, Al-Maatoq, Alharbi, Abdullah, Abbas, and Khattak, 2021). According to Khan, Rehmat, Butt, Farooqi, and Asim (2020), organizational politics are a part of every workplace. Therefore, research into how such politics affect worker performance is valuable. Regarding how politics or power is used within their organization, employees' perceptions of organizational politics are relevant (Hochwarter, Rosen, Jordan, and Ferris, 2020). Feelings of unfairness in relationships, processes, and transactions are referred to as OP, and they can have detrimental long-term implications (Abdullah et al., 2021). According to Budiasih, Hartanto, Ha, Nguyen, and Usanti (2020), this idea is a workplace phenomenon that eventually influences employees' attitudes and behaviors. Nonetheless, POP is interpreted in this study as an individual's perception of their unjust treatment in relation to other workers in the company.

2.3 Dimensions of Perceived Organizational Politics

2.3.1 The existence of a dominant group of individuals

A dominant group is a group of individuals who, in comparison to minority groups, have greater access to resources, status, and privileges. The community or organization favors this particular group (Damianus, et al 2022). The phrase "dominant group" in organizational politics refers to those who are given preference by the leadership in terms of decision-making and access to organizational resources. This group of persons has the potential to influence the organization's policy direction without facing opposition, (Kacmar & Ferris, 1991).

2.3.2 Organizational reward practices

Francis, Oaya, and Mambula (2020) state that the incentive system's goal is to "attract, retain, and motivate qualified employees." The selection of the prizes that the organization will utilize is the focus of its reward system. The interconnected procedures and practices that make up a company's reward system work together to guarantee that reward management is done well and benefits both the organization and its employees. Odunayo (2022) states that a reward system includes both non-financial and financial rewards, and remuneration (salary, benefits, and allowances given to employees).

2.3.3 Political behaviour

According to Gharibi, Davoodvandi, and Hoseynimehr (2020), political behavior is a collection of actions that are not legally required in the organization but have an impact on how resources are allocated and rewards are distributed. 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." Lasswell's (1936) definition of politics serves as the basis for this one. This argument argues that uncertainty about the availability of necessary resources is the root cause of political action. As a result, this study sees political behavior as a collection of actions that, while not strictly required within an organization, have an impact on how resources are distributed and used there.

2.4 Empirical Literature

Tasawar & Shahibudin (2019) investigated how workers in Pakistan's higher education sector see OP and the detrimental behavioral impacts that affect the organization's goals and objectives. The study's participants were employees of public sector universities in Pakistan, and the data were assessed using SMART-PLS. Data were gathered for the research using a questionnaire, and statistical analysis was utilized to determine the results. The research found that OP perception has a substantial impact on CWB. However, the researcher omits to disclose the study's sampling methods. By using stratified probability random sampling approaches for the investigation, this research closes the gap.

Fabian, Ifeoma, and Legbeti (2022) investigated the effects of perceived organizational support and OP on workers' inefficient work habits in few local governments in northern Nigeria. 200 members of the local administration voluntarily participated in the survey. The results of the hierarchical regression analysis confirmed the predictive relationship we expected and showed that these workers' POP had a substantial impact on their inefficient work habits. The results also demonstrated that low levels of productivity were negatively correlated with high levels of perceived organizational support.

Galit, Amos, and Eran (2020) looked at hostility as a mediator of the relationship between perspectives of POP and CWB. The mediation model was examined by the authors using a sample of 171 full-time employees who were enrolled in an evening MBA program. The authors acquired the information for this investigation in three stages. The results supported each and every hypothesis. CWB and rage have a positive correlation with POP.

Ugwu (2022) investigated the relationship between CWB and occupational stress, perceived organizational support (POS), and self-control among workers in Nigerian civil service organizations. Using a random sample approach, cross-sectional data were gathered from staff members in seven ministries located in southeast Nigeria. Based on the findings of the hierarchical multiple regression analysis, CWB was strongly and negatively predicted by high self-control and POS. On the other hand, a strong positive predictor of CWB was occupational stress.

In their 2020 study, Clerq, Kundi, Sardar, and Shahid examined the connection between workers' CWB and their sense of organizational unfairness. They did this by describing the moderating effect of HR policies that are left up to the employee's decision and the mediating role of organizational identity. A sample of full-time workers from three time-lag waves across several industry sectors in Pakistan was used to test the hypotheses. The study shows that employees identify less strongly with their employing organization and that views about unjust organizational treatment lead to enhanced CWB. The degree to which individuals can benefit from excellent, optional HR practices that advance their career development and progress makes the mediating role of organizational identity less significant.

Ehigie and Sholola (2020) looked at both factors in their research on organizational constraints and emotional intelligence as drivers of CWB among teachers in Ogun state. A cross-sectional survey research approach was employed to choose a sample of 300 people using purposeful sampling. A systematic questionnaire comprised of standardized psychological measures was used to collect the data, and two hypotheses were then evaluated using multilevel multiple regression analysis. The findings revealed a strong positive correlation between organizational constraint, emotional intelligence, and unproductive work behavior among teachers. It is suggested that a qualified industrial/personnel psychologist be hired to set up an emotional regulation session.

2.5 Theoretical Framework

This study uses Blau's 1964 Social Exchange Theory (SET) as its theoretical foundation. It aims to identify and maybe comprehend the organizational procedures that might encourage staff members to participate in CWBs. It has been demonstrated that SET is a fundamental theory in all trading interactions. It is assumed that people establish partnerships in accordance with their own cost-benefit analyses. Its main thesis is that people tend to repeat behaviors that have previously earned them rewards or punishments. Importantly, SET contends that social interactions stem from a shared belief that positive deeds would be rewarded (Blau, 1964). According to Colquitt, Scott, Rodell, Long, Zapata, Collon, and Wesson (2013), the most popular method for analyzing people's reactions to justice perspectives is set theory (SET). POP and CWB may be made available to employees in the current study, but how these behaviors are viewed by staff will determine how important they are considered. Therefore, staff members of these chosen DMBs may appropriately respond by participating in CWBs if they have a strong sense that politics is broken and that they are being used for the benefit of others.

3.1 Methodology

A survey research approach was employed for this investigation. Employees from three (3) selected DMBs in the Minna metropolitan were selected out of the seventeen (17) DMBs due to their customer patronage and reputation. A total of 225 employees made up the research population. A sample size of 144 workers was chosen (Taro Yamane, 1976). The study chose the personnel of the selected DMBs in the Minna city using a simple random approach. The researcher personally conducted the interviews and administered the questionnaires to gather the fundamental data required for the study. There were two sections to the questionnaire. The respondents' biographical information is the subject of Section A, and the survey variables, which are statements on a 5-point Likert scale, are the subject of Section B. The three factors used to measure perceived organizational politics are the existence of a dominating group of individuals which was measured using five item scale, organizational rewards practices was measured using five item scale, and political behavior was also measured using five item scale and was adopted from the writings of Damianus, et al (2022). The dependent variable also

includes CWB which was measured using ten item scale and was adopted from the 2016 publications of Abdul Rahim, Shabudin, and Nasurdin.

Quantitative data analysis techniques were used to examine the collected data. To portray quantitative data in tabular form, frequency tables and percentage analyses were utilized. The data questionnaire data was analysed and tested using Statistical Package for Social Science (SPSS Version 23). 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 CWB. Following is a description of the model for the regression of coefficients, which was adapted from Prabin's work in 2021:

$Y = \beta 0 + \beta 1X_1 + \beta 2X_2 + \beta 3X_3 + \varepsilon$

Where: Y = Counterproductive work behavior

$\beta 0$ = Constant;
$\beta 1$, $\beta 2$, $\beta 3$ = the regression coefficient of the variables;

X_1= Existence of Dominant Group of Individuals

X_2= Organizational Reward Policies

X_3= Political Behavior

ε = the error or the difference between the predicted and the observed value of Y.

4.0 Data Analysis and Discussion of Findings

A structured questionnaire was used to collect information from a sample of one hundred and forty-four (144) employees of the chosen DMBs in Minna City. The respondents correctly filled out and returned 117 of the questionnaires.

4.1 Normality Test

Skewness and Kurtosis were employed in the study to determine whether the distribution was normal and to guarantee that the data were distributed normally. According to Hair, Black, Barbn, and Anderson (2014), the values for Kurtosis and Skewness should be between -7 to +7 and -2 to +2 respectively, for the data to be considered distributed. The data are in accordance with the aforementioned hypotheses, as shown in Table 2 below.

Table 1: Normality Test using Kurtosis and Skewness

Variable	Skewness	Kurtosis	Decision
Existence of Dominant Group of Individuals (EDGI)	0.011	-0.811	Normal
Organizational Reward Practices (ORP)	-0.288	-0.783	Normal
Political Behavior (PB)	-0.407	0.070	Normal
Counterproductive Work Behavior (CWB)	-0.112	-0.831	Normal

Source: SPSS 23 output

4.2 Test of Hypotheses

H_0: Perceived Organizational Politics has no significant effect on Counterproductive Work Behavior of employees of some selected commercial banks in Minna metropolis.

Table 2: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.993[a]	.987	.987	1.291	.280

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

A high level of prediction is indicated by the multiple correlation of R, which is 0.993 in the regression result from Table 2 above, and by the R Square value of 0.987, which shows that the independent variable explains over 98% of the variability of the dependent variable, CWB. The corrected R square of 0.987 indicates that the independent variable explains 98.7% of the variation in the dependent variable.

Table 3: Anova[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15418.732	3	5139.577	3081.853	.000[b]
	Residual	205.126	123	1.668		
	Total	15623.858	126			

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

According to Table 3's F value of 3081.853 and P value of .000, the model is statistically significant. We may conclude that changes in the independent variable, the presence of a dominating group of people, ORP, and PB, are predictive of changes in the dependent variable, unproductive work behavior.

Table 4: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	6.865	.839		8.182	.000	5.205	8.526		
	EDGI	1.399	.164	.484	8.552	.000	1.075	1.722	.033	30.065
	ORP	.193	.143	.065	1.350	.180	-.090	.475	.046	21.663
	PB	1.199	.131	.451	9.187	.000	.941	1.457	.044	22.610

a. Dependent Variable: CWB

Table 4 displays the results of multiple linear regression that were used to evaluate the hypotheses. According to the equation below, the regression result demonstrates the relationship between the existence of a dominating group of people, corporate reward policies, and political conduct. CWB (Y) 6.865 = 1.399X1, 0.193X2, and 1.199X3. With a constant β

value of 6.865 and a standard deviation of 0.839, the regression output between employees' CWB and OP. The presence of a dominant group of people has a positive co-efficient β value of 1.399, a standard error of 0.164, a t-value of 8.552, and a significance level of 0.000. Therefore, the EDGI has a favorable and considerable impact on the CWB of workers of a few chosen DMBs in the metropolis of Minna. This shows that a 1% increase in the presence of a dominating group of people would result in a 1.399 (139.9%) rise in CWB on the part of the employees of these chosen DMBs.

Additionally, ORP has positive co-efficient β value of 0.193 with standard error 0.143, t-value of 1.350, and significant level of 0.180. The CWB of workers of a few selected DMBs in the Minna metropolitan is thus not significantly and positively impacted by ORP. This reveals that a 1% increase in organizational reward practices won't significantly alter the CWB of workers of a few selected DMBs in Minna city. The positive co-efficient β value for Political Behavior is 1.199, with a standard error of 1.131, a t-value of 9.187, and a significance level of 0.000. Therefore, political behavior significantly improves the CWB of workers of a few selected DMBs in the Minna metropolitan. Accordingly, a one percent rise in political activity will result in a 1.199 (119.9%) increase in these individuals' unproductive work behavior.

Additionally, the predictors' 95% confidence intervals fall within the lower and higher border bounds. First, the lowest and higher limits of the existence of the dominant group of people are, respectively, 1.075 and 1.722. For the EDGI, the anticipated coefficient β value is 1.399. This indicates that the presence of a dominant group of people has a large and advantageous impact on the unproductive work behavior of employees of a few chosen DMBs in the city of Minna. This is due to the fact that the EDGI has a coefficient value that is between the lower and higher border limits.

Secondly, ORP have lower and upper bounds of -0.090 and 0.475, respectively. ORP have an estimated coefficient β value of 0.193. This reveals that organizational reward practices have no appreciable impact on the CWB of the workers of these selected DMBs in the Minna city. This is because the range of the lower and higher boundary limits does not include the coefficient value for corporate incentive methods. Thirdly, the lower and higher boundaries of acceptable PB are, respectively, 0.941 and 1.457. Political behavior's estimated coefficient β value is 1.199. This indicates that political activity affects the unproductive work behavior of some workers of particular DMBs in the Minna metropolitan in a favorable and substantial way. This is due to the fact that the political behavior coefficient value is between the lower and higher border boundaries.

4.2 Discussion of Findings

The result from the hypotheses testing shows that EDGI and political behavior have positive and significant effect on CWBs of employees of some selected DMBs in Minna metropolis ($P<0.05$) while ORP has no significant effect on CWBs of employees of some selected DMBs in Minna metropolis. Therefore, we conclude that POP has significant effect on CWB. This finding is in line with the findings of Tasawar and Shahibudin (2019); Fabian, Ifeoma and Legbeti (2022); Galit, Amos and Eran (2020); De Clercq and Pereira (2023); Baloch, Meng, Xu, Cepeda-Carrion, Danish and Bari (2017); Ugwu, (2022); Clerq, Kundi, Sardar, and Shahid (2020) and Ehigie and Sholola (2020).

5.1 Conclusion and Recommendations

This investigation used a survey methodology. An organized questionnaire with a 5-point Likert scale served as the instrument. In order to assess the survey data, the outcomes of the multiple regression analysis were employed. The findings of the regression show that the presence of a dominant group of individuals has a considerable and positive influence on the CWB of employees of these selected deposit money banks. The outcome of Hypothesis II also

demonstrates that organizational rewards systems have no appreciable impact on workers of these particular DMBs that engage in CWBs. And finally, the outcome of hypothesis III demonstrates a positive and significant influence of political behavior on CWB of employees of these selected DMBs. Therefore, we conclude that POP has a significant impact on counterproductive work behavior of employees of these selected deposit money banks in Minna metropolis. The research made the following recommendations to the management of these particular deposit money banks to pay attention to the variations in workers' perceptions; unfavorable attitude against others, improve communication with employees; and assist employees in comprehending the strategic aim of the business. When dysfunctional political conduct is evident in these chosen DMBs, managers of these organizations should take action against it. In order for their followers to take inspiration from them, they need also behave as role models.

5.2 Limitations and Further Studies

This study focused on the POP and CWB among employees of a few chosen deposit money banks in the Minna metropolis; future research should include other DMBs in Minna or in other local governments of the state to allow for a more general application of the findings.

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