An Assessment of Organizational Politics and Employee Performance in Rivers State Table Water Manufacturing Firms

Dr. Nwiyii, Blessing Joseph[1], Dr. Amanawa, David Ebiegberi[2], Dr. Alobari, Grant Emmanuel[3]

[1]Ph.D. in Management (Organizational Behaviour Option), Faculty of Business Studies,
Ignatius Ajuru University of Education, Port Harcourt.
nwiyiiblessing@gmail.com
[2]Faculty Member / Researcher, Centre for Continuing Education, Ignatius Ajuru University of Education, Port-Harcourt.
david.amanawa@iaue.edu.ng
[3]Ph.D. in Management (Organizational Behaviour Option), Faculty of Business Studies,
Ignatius Ajuru University of Education, Port Harcourt.
grantalobariea@gmail.com

Abstract: *The paper examined the relationship between organizational politics and employee performance in Table Water Manufacturing Firms in Rivers State. The study's objective was to empirically examine how organizational politics relates to employee performance in terms of innovativeness, work quality, and task performance in Table Water Manufacturing Firms in Rivers State. The study employed the explanatory cross-sectional survey research design. The population of this study was eight hundred and thirty-two (832) employees in forty-four (44) registered Table Water Manufacturing Firms operating in Rivers State, Nigeria, that are duly registered with the Manufacturers Association of Nigeria (MAN). Using the Krejcie and Morgan Sample Size Determination of 1970, the study's sample size was two hundred and sixty-five (265) respondents. Bowley's (1960) Population Proportionate Allocation Formula was used to determine the number of sample elements for each of the firms. A total of two hundred and sixty-five (265) questionnaires were distributed to the target respondents with the help of two (2) research assistants. However, 240 of them were retrieved. The data obtained from the field were analyzed using Spearman's Rank Order Correlation Coefficient and t-test with the aid of SPSS Version 22.0. Three hypotheses were tested using Spearman Rank Order Correlation. From the empirical analysis carried out, the findings of the study were that: organizational politics has a strong negative relationship with innovativeness in Table Water Manufacturing Firms in Rivers State; organizational politics has a strong negative relationship with work quality in Table Water Manufacturing Firms in Rivers State, and; organizational politics has a moderate positive relationship with task accomplishment in Table Water Manufacturing Firms in Rivers State. The study concluded that organizations should put a strong control mechanism on political practices in the organization to avoid weakening the commitment and performance of their employees. The study, among others, recommended that Table Water Manufacturing Firms and other organizations properly manage organizational politics to strengthen employee commitment, work engagement, and performance.*

Keywords: Organizational Politics, Employee Performance, Innovativeness, Work Quality, and Task Performance.

Background of Study

It is impossible to overstate the importance of water to human existence. A proverb goes, "Water is life," and it is always true since no person can survive without it. Therefore, offering drinking water in the best possible condition is essential. However, supplying the greatest quality water in terms of content and packaging requires a company that manufactures water and is enjoying a performance boom. In addition, such a company will exhibit innovativeness, high-quality work, and job completion.

On the other hand, it appears that table water production companies in Rivers State are doing contrary to what a successful water manufacturing company should. It is impossible to overstate the importance of water to human existence. Therefore, offering drinking water in the best possible condition is important. To supply the greatest quality water in terms of content and packaging, though, it needs a company that manufactures water and is seeing a surge in output. Such a business will also see cost savings, profitability, time efficiency, and output level increases.

On the other hand, it appears that table water production companies in Rivers State are behaving in a way that is contrary to what a successful water manufacturing company should. Employee performance is conceptually defined as the efficacy, quality, and efficiency with which an employee performs his or her duties. This suggests that an employee's performance includes both the outcomes of their efforts and the process they used to get there. Employee performance is the capacity to meet the established goals within the necessary timeframes and constraints (Yusuf *et al*., 2014). However, this work evaluates productivity based on job completion, quality, and innovation.

Innovation, which has to do with putting new ideas into practice or adopting them, can be classified as either technological (changes in products, services, production processes) or administrative (changes in activities, social processes, or structures) and as either radical or incremental, depending on how much they have an impact on already-existing products or processes. A range of factors influences employee performance in a business. Strategies for compensation are one of them. Determinants of high-quality employment are frequently used to measure work quality. For instance, Barling *et al*. (2009) said that high-quality employment gives employees the chance and tools (via intensive training) to conduct excellent work. As a result, work quality frequently focuses on income, job stability, and perks because they enable employees to pay their bills and build savings and autonomy and control because they enable people to meet their requirements at work. Completing a task on time and without monitoring is known as task completion. It entails preparation, evaluation, monitoring, and reporting (Besim, 2015). Completing tasks can assist a person in reaching their goals or a group of people working together and sharing information to attain a common goal.

Numerous staff members at Rivers State table water corporations have proved, through observation and experience, that they do not comprehend the significance of building pressure groups that would assist them achieve objectives that they would not be able to achieve on their own. In the name of the union, specific existing organizations are not effectively used for the benefit of everyone, or they may not be as effective as they need to be for the advantage of all members.

Employees in organizations might assemble for the sake of everyone, pursuing the interests of members at all times, rather than dividing among themselves along faction lines, especially in table water production companies where organizational politics are manifesting negatively. This will cause them to put all their effort towards helping even one member, disregarding the group's overall size. This will also inspire individuals to start working selflessly for the good of the collective. Conceptually, organizational politics refers to the connections, actions, and strategies members of a group undertake to advance their interests or achieve power. According to Solinger *et al*. (2018), organizational politics is a process of social influence that encompasses actions strategically planned to maximize short- or long-term self-interest, which may be in line with or contrary to the interests of others. As a result, Vigoda (2016) argues that the organization and other organizational stakeholders may gain from or benefit from organizational politics. It makes sense, then, that Ledum (2016) claimed that the struggle for power and resource control in organizations today is becoming more severe as workers who have been hired to contribute meaningfully to the achievement of organizational goals forego their legal obligations in favor of pursuing their ambitions and relevance at the expense of the company using a variety of tactics like lobbying, propaganda.

Statement of Problem
Underperformance has been one of the most significant issues facing table water manufacturing companies in Rivers State, particularly among staff. For instance, several table water companies have struggled to diversify their product offerings and raise the quality of their services (Uriarte, 2018). It has been noted that a significant portion of employees does not follow organizational norms when doing production tasks. Accuracy to demonstrate excellent work is another critical issue. Some appear to have seen their client bases shrink and generate lower sales because they could not innovate better customer services. Amid the underperformance, it is observed that workers who have been employed to contribute meaningfully to the achievement of organizational goals forego their legal obligations in favor of pursuing their ambitions and relevance at the company's expense using various tactics like lobbying, propaganda. Some supervisors/managers are seen applauding or favouring staff based on personal liking/gains or based on caucus instead of performance proper and are resulting in dissatisfaction, low performance, increased turnover, and low employee commitment in the organizations. This is disheartening and requires urgent attention.

A second issue that provoked this study is the fact that the empirical research studies carried out project that poor research attention is given to the relationship between organizational politics and employee performance in table water manufacturing firms in Rivers State of Nigeria (Aqsa *et al*., 2017; Oshi *et al.*, 2018; Im & Chung, 2018; Quaiser & Sajid, 2017; Abbas & Awan, 2017; Mahmood *et al.*, 2015). Overall, these empirical studies revealed that organizational politics had influenced the performance of financial institutions, the service sector, the hospitality sector, the educational sector, and the health sector in and outside Nigeria. Notwithstanding, none of these studies addressed the issue of organizational politics in table water manufacturing firms in Rivers State. They did not analytically provide empirical evidence on how organizational politics relate to employee performance in table water manufacturing firms in Rivers State regarding innovativeness, work quality, and task accomplishment. This implies that the relationship between organizational politics and employee performance in Rivers State has not received adequate research attention..

Aim and Objectives of the Study
The paper aimed to determine the relationship between organizational politics and employee performance of Table Water Manufacturing Firms in Rivers State. The specific objectives of the study include the following:
1. To establish the relationship between organizational politics and innovativeness of Table Water Manufacturing Firms in Rivers State.
2. To determine the relationship between organizational politics and work quality of Table Water Manufacturing Firms in Rivers State.

3. To ascertain the relationship between organizational politics and task accomplishment of Table Water Manufacturing Firms in Rivers State.

Research Hypotheses

The following null hypotheses were tested at a 0.05 level of significance:

Ho_1: There is no significant relationship between organizational politics and innovativeness in Table Water Manufacturing Firms in Rivers State.

Ho_2: There is no significant relationship between organizational politics and work quality in Table Water Manufacturing Firms in Rivers State.

Ho_3: There is no significant relationship between organizational politics and task accomplishment in Table Water Manufacturing Firms in Rivers State.

Theoretical Framework

Sarkar and Singh (2006) developed a theory about organizational change called the force field theory. George (2013) describes the force-field theory as a wide variety of forces arising from an organization's structure, control systems, and culture that makes it oppose change. At the same time, a wide variety of forces arise from changing tasks and general environments that push organizations toward change. These two sets of forces are always in opposition in the organization. For organizations to re-engineer, top management must find ways to increase the forces for change, decrease the resistance to change, or do both simultaneously. Lewin's force field analysis is used to distinguish which factors in a firm drive an individual towards or away from the desired state and which resist the driving forces. These can be analyzed to inform decisions that will make change more acceptable (Walker & Ruekert, 2014).

The implication of the Force-Field Theory of Change to the Study

This theory implies that, for employees to cause change for themselves as individuals and as groups within the organization, they must inject the forces of volunteering, lobbying, and propaganda that will enhance their performance as anticipated results are achieved. For change to happen, the status quo or equilibrium must be upset by adding conditions (organizational politics) that favor the change or by lowering resistance forces. Driving forces which are organizational politics in nature, will always be there to make changes more attractive to employee performance, and restraining forces are in place to maintain things the way they are, thus boosting their performance among others (Setegn *et al.*, 2013). Successful change is realized by establishing the driving forces (organizational politics) or lowering the restraining forces (boosting employee performance). The force field analysis incorporates Lewin's three-stage theory of change as one relaxes the existing balance going towards the anticipated change and freezing the transformation at the latest level for a new equilibrium to exist that resists further change. Force-Field Theory of Change usually focuses on the subjectivity of associating scores to the driving or restraining forces of change. This study is essential because it sheds some light on how the re-engineering process is supposed to be implemented and the benefits and demerits of the re-engineering process using this theory. Thus, organizational politics as mechanisms to re-engineer employee performance is essential in Table Water Manufacturing Firms. A successful re-engineering process will be attained through either increasing the motivating forces (in this case, organizational politics) or weakening the restrictive forces, which are pitfalls to effective employee performance (Setegn, *et al.,* 2013).

Concept of Organizational Politics

Various scholars have defined it differently, and nearly every article written in this field of study notes that the concept is challenging to define (Cropanzano & Kacmar, 1995) in Donald *et al.* (2016). There is no single or particularly widely accepted definition of the term "Organizational Politics," and this is because it has been defined differently by various scholars. Organizational politics are incredibly complicated, and there is no a straightforward explanation that encompasses all of it. Organizational politics, according to Gallagher and Laird (2018), is a person's perception that is often characterized by self-serving behaviors displayed by coworkers and superiors. Bodla and Danish (2017) added to this argument by saying that organizational politics has also been characterized as components of organizational life concerning power, authority, and influence. In organizations, politics is frequently accepted as an inevitable reality. According to Dhar (2015), organizational politics are significant because of their possible repercussions and impact on job outcomes. Theoretical theories contend that politics frequently undermines productivity and performance at individual and organizational levels by interfering with routine organizational functions, including decision-making, promotion, and incentives. When it comes to promotions, hiring, and employment, there used to be a high degree of politics in organizations today, notably at the Table Water Manufacturing Firms in Rivers State. Nepotism will now replace what ought to have been accomplished via merit. Even when they have earned it, promotions and jobs typically go to people with long legs. It is a terrible society when individuals have to grovel for their rights. According to Miller et al. (2017), organizational politics are common and vital for everyday company operations.

According to Vigoda-Gadot & Dryzin-Amit (2007) in Vigoda-Gadot and Drory (2017), organizational politics are crucial because they help understand the informal processes of disputes and cooperation in companies and how they affect employees' performance (2017). However, organizational politics may be seen from two different angles. In his essay on the importance of justice, trust, and job ambiguity, for instance, Othman (2008) discusses the two sides of organizational politics: the negative side, which involves convenient and illegal behavior, and the positive side, which is a social function crucial to the survival of organizations. Positive organizational politics emerges from the fusion of common aims and encouraging teamwork, but negative organizational politics is condemned due to the ethical quandaries they are encrusted with and the workplace disputes that are formed (Vigoda-Gadot & Drory, 2017; Gotsis & Kortezi, 2018). However, my study opted to examine organizational politics from a negative angle, focusing on my encounters and relationships with staff members (including health workers) throughout my life. In my experiences and contacts, organizational politics has mainly manifested negatively when individuals or groups of workers choose to further their interests at the expense of the organizations and the rest of the workforce.

In order to advance their interests at the expense of others and occasionally even at the price of organizational goals, people and groups engage in self-serving and manipulative behavior known as "organizational politics" (Wayne *et al*., 2016). It takes the form of competition for resources, personal conflicts, positions of leadership, and tactical influence used by people and groups to gain control. These tactics include elevating oneself in society, limiting access to information, concealing true intentions, forming alliances, and creating false information (Wayne et al., 2016). They also include the promotion of competing interest groups.

Organizational politics, operationally, refers to the connections, actions, and strategies that individuals and organizations inside an organization employ to advance their interests or achieve power. In line with this, Gallagher and Laird (2017) defined organizational politics as an individual's self-serving and manipulative behaviors frequently used to maneuver organizational settings. These behaviors are typically not approved by the organization at the expense of others and are more frequent in opposition to the organizational goals. For instance, some people may avoid formal chains of command to get what they desire. Even as organizational politics continues to play out in many dimensions depending on what is attainable in a work setting, these actions may have long-term or short-term, self-serving rewards on the actor.

Concept of Employee Performance

Employee performance is the outcome of the efforts taken to accomplish objectives following predetermined criteria. All mental processes that cannot be seen often engage in this activity or action. Problem-solving, judgment, program planning, and reasoning are all included in this (Mone & London, 2013). When reviewing an employee's overall performance, the performance outcome and work processes, such as assessing how the individual completes the task and the results obtained from that second process, are typically included (Ilegen & Pulakos, 2016). For a business to succeed and gain a competitive edge, its personnel must perform at a high level (McCook, 2017). According to the business lexicon, employee performance refers to a worker's ability to complete the duties assigned to them on the job.

Employee performance is conceptually defined as the efficacy, quality, and efficiency with which an employee performs his or her duties. This suggests that an employee's performance includes both the outcomes of their efforts and the process they used to get there. Furthermore, employee performance is the capacity to meet the established goals within the necessary timeframes and constraints (Yusuf *et al*., 2014). Regarding the output of the workforce. According to Sundi (2013), five main performance evaluation criteria may be used: quantity, quality, independence, timeliness, and individual relationships. In the field of organizational psychology, several studies examined the connection between job performance and satisfaction and discovered that employees' performance was influenced by their level of satisfaction (Yahaya *et al.,* 2012). This showed that high levels of job satisfaction could result in excellent employee performance (Insan *et al*., 2013). According to Yahaya *et al*. (2012), companies should create a positive atmosphere for their staff to keep them engaged and increase their job satisfaction. However, the work being done evaluates employee performance regarding job accomplishment, time management, and issue resolution.

Employee performance is the quantifiable behaviors, actions, and outcomes that workers engage in or products associated with and support company goals (Martono et al., 2018). It may also be described as an employee's ability to carry out their duties (Salim & Ismail, 2015). Employee success in task completion, cooperation with others, the quality and amount of their job product, and attendance at work are all reflected in performance (Emerald, 2014). Internal and external variables may also impact an employee's performance. Internal variables include analytical prowess, work-related discipline, job happiness, and motivation. The type of leadership, the work atmosphere, the salaries, and the management structure utilized in the firm are all examples of external factors (Fu & Jin, 2019; Martono et al., 2018).

Task performance, contextual performance, and adaptive performance are the three interrelated categories used to describe employee performance (Pradhan & Jena, 2017). Task performance refers to how successfully employees accomplish the primary

responsibilities that have been given to them. It is thought that organizational objectives closely correlate with task performance (Koopmans *et al.*, 2011). The additional actions primarily connected to an employee's primary core responsibilities and majorly influence organizational and social components make up contextual performance. These are the unstated requirements of a job (Abiante, 2018). Finally, adaptive performance is the propensity for a person to adapt to and match their behavior with the organizational working environment to excel in their given activities (Pradhan & Jena, 2017). According to Ahmed (2014), to be successful, a worker must have the capacity, opportunity, and willingness to execute well.

Measures of Employee Performance

Innovativeness: The ability to innovate, which may be thought of as complicated behavior consisting of idea creation, concept promotion, and idea realization to boost task execution and accomplish specified goals in creative ways, is an employee's innovativeness (Kante & Wilson, 2018). Individuals engage in creative activities—alone or groups—intending to reap the expected advantages of the innovative transformation. Although creativity is essential to innovation, the two ideas are not interchangeable. Innovation can be seen as a successful and intentional implementation of creativity, which is more subjective and context-specific (Miron *et al.*, 2014). Although, through innovation, by definition, benefits anyone participating in the inventive process, creativity as such may be restricted to idea creation alone (Anderson et al., 2013). Employee innovativeness thus requires creativity, but innovation is not necessarily the result of creativity.

Amabile (2016) provides a comprehensive definition of innovation. He interprets innovation as the introduction of a new concept or the improvement of an already existing one. The phrase "innovative employee" frequently refers to introducing something new. Many employees are unaware that creativity is the most crucial skill in the job. It helps employees develop and makes them stand out among their coworkers. They (the employee) would be less likely to perform well without it. Innovation may be defined as the readiness to emphasize R&D, new goods, new services, enhanced product lines, and industry-wide technical advancement. It may be viewed as an employee's capacity, competency, and readiness to incorporate innovations into daily operations and behavior or to cultivate virtue. It is a personality attribute that, to a greater or lesser extent, all members of society possess that enables one to develop inventions into innovations that serve as valuable novelties for consumers. According to how much they affect current products or processes, innovations related to the implementation or adoption of novel ideas can be classified as either technological (changes in products, services, production processes) or administrative (changes in activities, social processes, or structures), and as either radical or incremental (Hollington, 2015).

Work Quality: Through an integrated system of tools, processes, and training, quality implies that the organization's culture is defined by and supports the ongoing pursuit of customer satisfaction (Sashkin & Kiser, 2013). Additionally, a manager concerned about the quality of the job may decide to introduce a concept in terms of losses to lessen the inclination of loss-averse employees to prioritize quantity over quality. Work quality is a management strategy used to inform employees about the standards of quality that must be met in producing goods and services, as well as to influence employee behavior. Akin and Hopelain in Jahan (2019) defined work quality as the key elements such as the suitable types of human resources, identification with the job, teamwork, trust and support, status determined by knowledge of job and performance, support for accomplishment, and autonomous use of skills.

Work quality, conceptually speaking, refers to how closely an employee's work complies with the requirements set out by their manager or company. Any endeavor to increase productivity and quality will fail if employees are not involved and supportive. Employee behavior at work affects productivity and quality improvements (Opatha, 2015). Glover and Siu (2016) stated that the construction of new factories and equipment is sufficient in and of itself to guarantee satisfactory work or output quality. The contribution, cooperation, and dedication of employees and their organizations determine the quality of the job (Wilkinson, 2016).

According to Opatha (2015), a business must increase productivity to raise the quality of its work to satisfy growing client demand. He added that businesses must raise their work quality due to high client expectations for high quality and heightened competition. In this situation, business owners or managers are under pressure to increase productivity and product quality while lowering expenses. According to De-Koeijer (2014), human resource management is essential for enhancing job quality for both employers and employees (in terms of employee well-being-happiness, health, and trusting relationships). They contend that improving productivity and quality through HRM systems, policies, and practices is essential to generating advantages for both employees and enterprises.

Work quality might also be defined as adequate completion in an organization to its highest or anticipated level using resources in the best way feasible in less time and effort (Gareth, 2013). Ben (2017) argues that employing the best practices that have been tried and proven through time to improve one's chances of success is what quality is all about. That entails making as little waste as possible while utilizing the fewest resources. Typically, it refers to making the fewest possible errors. Work quality is defined as achievement per unit of input, if appropriate. Wasted materials are a concern if the input is raw materials. If the input is labor, then quality cares about labor input. Cost is an input; hence quality is concerned with it. There are benefits to working quality that

performance-based talks about, in fact: Many interactions with employees aid in or give management a chance to coach a worker toward behavioral change; targeted employee development: development is a journey for all workers, and it is the responsibility of the firm to prepare them. In addition, it is the responsibility of the firms to identify candidates for the succession planning process.

Task Accomplishment: A task's accomplishment is some strategic contribution to the higher objectives of an organization, something above and beyond the regular day-to-day duties and responsibilities. This strategic contribution could take the form of revenues generated, costs avoided, revenues recovered, and percentage improvements in some processes. Those regular tasks and obligations could be strategies to help with the strategic contribution (Mattessich, 2015). The capacity of personnel at all levels to promptly complete assigned targets/tasks, such as before the deadline, is conceptually referred to as timely task completion.

Completing a task on time and without monitoring is known as task completion. It entails preparation, evaluation, monitoring, and reporting (Besim, 2015). Completing tasks can assist a person in reaching their goals or a group of people working together and sharing information to attain a common goal. In addition, tasks are categorized from low to high complexity. Employees must complete some everyday duties for every job (Motowidlo, 2003). Since "goals are constantly present in the workplace, if only by default," task completion is a significant area of attention for many employees (Campbell *et al*., 1993).
Additionally, studies have demonstrated a connection between achieving goals or failing to do so and one's sense of well-being (Lee *et al*., 2017). Although there may be significant intra-individual fluctuation in these dimensions over time, most research relating task achievement to worker well-being has done so using between-person study methods (Henkel & Hinsz, 2004; Ilies & Judge, 2005). Given the dynamic nature of work and recent emphasis on understanding within-person fluctuations in a variety of organizational behavior constructs (Dalal & Hulin, 2008), we explore Accountability: employees' capacity to take responsibility for their work and consistently meet deadlines, self-discipline — the capacity to stay on task without prompting or supervision, and integrity — the capacity to carry out promises — as indicators of employee capacity.

Methodology

The study employed the explanatory cross-sectional survey research design. The population of this study was eight hundred and thirty-two (832) employees in forty-four (44) registered Table Water Manufacturing Firms operating in Rivers State, Nigeria, that are duly registered with the Manufacturers Association of Nigeria (MAN). Using the Krejcie and Morgan Sample Size Determination of 1970, the study's sample size was two hundred and sixty-five (265) respondents. Bowley's (1960) Population Proportionate Allocation Formula was used to determine the number of sample elements for each of the firms.

Concerning the primary data, a structured questionnaire entitled "Organizational Politics and Employee Performance Index (OPEPI)" was designed on a five-point Likert scale with the following response options: Very Great Extent (VGE) 5, Great Extent (GE) 4, Moderate Extent (ME) 3, Low Extent (LE) 2 and Not At All (NAT). The instrument (Organizational Politics and Employee Performance Index) was face and content validated by the researcher's supervisor and two research experts in the Department of Management, Ignatius Ajuru University of Education, Port Harcourt, Rivers State. Crombach alpha via SPSS (Statistical Package for Social Sciences) was used to ascertain the instrument's reliability. The lowest Cronbach alpha level obtained was 0.74, indicating a highly reliable coefficient. Based on Nunnaly's (1978) criterion of 0.70, a reliability coefficient above 0.70 was considered to indicate good or reliable instruments. A total of two hundred and sixty-five (265) questionnaires were distributed to the target respondents with the help of two (2) research assistants. However, 240 of them were retrieved. The data obtained from the field were analyzed using Spearman's Rank Order Correlation Coefficient and t-test with the aid of SPSS 22.0 (Statistical Package for Social Sciences).

Decision Rule: Using a level of significance of 0.05 (confidence interval of 95%), when a significant calculated value is less than 0.05, the null hypothesis is rejected; if otherwise, the null hypothesis is accepted.

Results/Findings
Ho$_1$:   There is no significant relationship between organizational politics and innovativeness in Table Water Manufacturing Firms in Rivers State.
Ho$_2$:   There is no significant relationship between organizational politics and work quality in Table Water Manufacturing Firms in Rivers State.
Ho$_3$:   There is no significant relationship between organizational politics and task accomplishment in Table Water Manufacturing Firms in Rivers State.

Table 1: Correlations between Organizational Politics and Employee Performance

	Organizational Politics	Innovativeness	Work Quality	Task Accomplishment

Spearman's rho	Organizational Politics	Correlation Coefficient	1.000	-0.665**	-0.621**	0.471**
		Sig. (2-tailed)	.	.000	.000	.000
		N	240	240	240	240
	Innovativeness	Correlation Coefficient	**-0.665****	1.000	0.774**	0.775**
		Sig. (2-tailed)	.000	.	.000	.000
		N	240	240	240	240
	Work Quality	Correlation Coefficient	**-0.621****	. 0.774**	1.000	0.648**
		Sig. (2-tailed)	.000	.000	.	.000
		N	240	240	240	240
	Task Accomplishment	Correlation Coefficient	**0.471****	0.775**	0.648**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	240	240	240	240

**. Correlation is Significant at the 0.01 level (2-tailed).

Source: SPSS Output

Column two of table 1 above shows an r-value of -0.665 at a significance level of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating to organizational politics and innovativeness. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho$_1$), which states that there is no significant relationship between organizational politics and innovativeness in Table Water Manufacturing Firms in Rivers State, was rejected. However, since the result is negative, it implies that organizational politics has a strong negative relationship with innovativeness in Table Water Manufacturing Firms in Rivers State.

Column three of table 1 above shows an r-value of -0.621 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating to organizational politics and work quality. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho$_2$), which states that there is no significant relationship between organizational politics and work quality in Table Water Manufacturing Firms in Rivers state, was rejected. However, since the result is negative, it implies that organizational politics has a strong negative relationship with work quality in Table Water Manufacturing Firms in Rivers State.

Column four of table 1 above shows an r-value of 0.471 at a significance level of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating to organizational politics and task accomplishment. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho$_3$), which states that there is no significant relationship between organizational politics and task accomplishment in Table Water Manufacturing Firms in Rivers State, was rejected. This implies that organizational politics positively correlates with task accomplishment in Table Water Manufacturing Firms in Rivers State.

These results show that organizational politics significantly negatively affects Table Water Manufacturing Firms in Rivers State employee performance regarding innovativeness, work quality, and task accomplishment.

Summary of Findings

The following conclusions were drawn from the above empirical analysis:

1. Organizational politics strongly negatively correlates with innovativeness in Table Water Manufacturing Firms in Rivers State.
2. Organizational politics strongly negatively impacts work quality in Table Water Manufacturing Firms in Rivers State.
3. Organizational politics positively correlates with task accomplishment in Table Water Manufacturing Firms in Rivers State.

Discussion of Findings

The hypotheses one and two tests revealed that organizational politics has a strong negative relationship with employee performance in Table Water Manufacturing Firms in Rivers State regarding innovativeness and work quality. While the test of hypothesis three revealed that organizational politics has a moderate positive relationship with task accomplishment in Table Water Manufacturing Firms in Rivers State. These findings imply that lobbying, propaganda, and other organizational politics dimensions can wither down and enhance the performance of employees. The findings of hypotheses one and two correspond with the work of Khurram *et al.* (2019) on the mediating role of organizational commitment in the relationship between organizational politics and job involvement and employee performance in Public sector organizations. It revealed that organizational politics harms job involvement, job

performance, and organizational commitment. Along the same line, Aqsa *et al*. (2017) examined organizational politics and bank frontline employee outcomes. They showed a significant but negative impact of organizational politics on work engagement but a significant and positive outcome on organizational commitment. Finally, relating to the finding of the hypothesis, Quaiser and Sajid (2017) investigated the impact of organizational politics on employee performance in public sector organizations, and it was revealed that organizational politics positively affect employee performance.

The study's findings, alongside the supporting findings, imply that organizational politics can, most of the time, be detrimental to an organization's progress. For instance, an employee in a table water firm who feels that he/she has been marginalized when an opportunity for promotion or a chance to bring an employee to the organization has been given to a colleague who lobbied for it may have their commitment weakened, thereby negatively affecting their performance. According to George (2015), when people who have to act on behalf of others, such as top officials with a duty to serve their constituents' interests or, more broadly, the public good, stand to benefit by shaping the law to serve the interests of some private parties, a conflict of interest exists, lobbying has taken place. In contrast, another side of lobbying is ensuring that others' interests are duly defended against others' corruption or even simply ensuring that minority interests are pretty defended against the mere tyranny of the majority. For instance, a medical association may lobby a legislature about increasing the restrictions in smoking prevention laws, and tobacco companies lobby to reduce them: the former regarding smoking as injurious to health and the latter arguing it is part of the freedom of choice.

The innovativeness and work quality of an employee in a table water firm can be dampened because of propaganda. In the workplace, propaganda represents idle talk behavior which can do harm, most especially to employees, especially the highly committed ones. Moreover, propaganda does not just try to share information; such information is often mixed with bits of false stories capable of damaging the reputation of the target audience (Abbajay, 2016). For instance, a staff in a table water company who wants to tarnish the image of another staff might come up with a fabricated story and discusses it with his/her colleagues or a more senior officer. Such is capable of ending the job of that colleague in the worst case. All of these explanations and citations to this discussion imply that organizational politics can do more harm than good to employees' performance, commitment, and productivity.

Conclusions

Although it cannot be eliminated, organizational politics may be curbed in several organizations. However, it has a conflict of interest effect on employees, which is very regrettable since it will affect their performance and loyalty to the company, negatively affecting their performance and productivity. Additionally, employees are dedicated to their work when there is a sense of justice and fairness within the company. On the other hand, when deviant workplace behavior is shown, employees or staff members display an intention to leave the company, which negatively impacts their performance. Therefore, the study concludes that organizations should put a strong control mechanism on political practices in the organization to avoid weakening the commitment and performance of their employees.

Recommendations
1. Table Water Manufacturing Firms and other organizations should properly manage organizational politics to strengthen employee commitment, work engagement, and employee performance.
2. Organizations should reduce favouritism as this will help employees discharge their duties effectively and strengthen work devotion.
3. Human Resource Managers should develop methods of cutting down favouritism and implement fairness and justice by creating an environment where staff can execute their tasks. This will, in turn, enhance performance and productivity.

References

Abbajay, T. (2016). *Dynamics and tactics of organizational politics.* Halima Pinting Press.

Abbas, Q. & Awan, S. H. (2017).Impact of organizational politics on employee performance in public sector organizations. *Pakistan Administrative Review, 1*(1), 4-10.

Abiante, D. (2018). Organizational citizenship behaviour and employee performance in Nigeria deposit money banks, Rivers state. International Journal of Advanced Academic Research Social and Management Sciences, *4*(12), 17-32.

Agada, J. I. (2018). *Workplace social environment and employment commitment in road transport worker in Rivers State.* Unpublished Ph.D thesis, department of office and information management. IAUOE.

Ahmed, M. (2014). *Human resource management.* Virtual University of Pakistan.

Amabile, T. (2016). *Creativity in context*. Westview Press.

Anderson, N., Quin, O., Sohn, B., Stenger, K. & Carter, A. (2013). The routinization of innovation research: A constructively critical review of the state-of-the science. *Journal of Organizational Behavior, 2*(5), 147-172.

Aqsa, J., Amir, G., & Waqar, H. (2017). Organizational politics and bank frontline employee outcomes with the mediating role of work engagement. *International Journal of Academic Research in Business and Social Sciences, 5*(3), 225-233.

Barling, P., Kelloway, L. & Iverson, O. (2009). Strategic decision making in integration succession of small and medium- size business. *Family Business Review, 3* (1), 91-125.

Ben, J. (2017). The critical success factors and challenges in e- procurement adoption among large Scale manufacturing firms in Nairobi. Kenya. *European Scientific Journal. 9*(13), 35-40.

Bodla, M. A., & Danish, R. Q. (2017). Politics and workplace: an empirical examination of the relationship between perceived organizational politics and work performance. *South Asian Journal of Management, 16*(1), 44.

De-Koeijer, G. (2014). Aspects of training and remuneration in the accommodation industry. *Journal of European Industrial Training. 8*(1)29-51.

Dhar, R. L. (2015). Living with organizational politics: An exploration of employee's behavior. *International Journal of Management and Innovation*, *1*(1), 37.

Donald, M. F., Letsoalo, B. & Lucia, M. E. (2016). Perceived organizational politics influences on organizational commitment among supporting staff members at a selected higher education institution. *2016 WEI International Academic Conference Proceedings, 3*(2), 43-48.

Emerald, T. (2014). Analysis *of psychological well-being and job satisfaction toward employees performance in pt Aristo Satria Mandiri Bekasi, Indonesia.* President University, Jababeka, Indonesia.

Fu, A., & Jin, L. (2019). *A comparative analysis of performance measurement and rewarding systems in two universities-Lund University and Northeast Forestry University.* Lund University and Northeast Forestry University Press.

Gallagher, V. C. & Laird, M. D. (2018). The combined effect of political skill and political decision making on job satisfaction1. *Journal of Applied Social Psychology*, *38*(9), 23-26.

Gallagher, V. G. & Laird, M. D.(2017). The Interaction of political skill and political decision making on job satisfaction. *Journal of Applied Social Psychology, 38*(4), 2336-2360.

Gareth, Q. (2013). Measuring organizational performance towards methodological best practice. *Journal of Management. 35*(3), 718-804.

George, W. (2013). Organizational politics, job attitudes, and work outcomes: Exploration and implications for the public sector. *Journal of Vocational Behavior*, *57*(1), 326-347.

George, W. (2015). Organizational politics, job attitudes, and work outcomes: Exploration and implications for the public sector. *Journal of Vocational Behavior*, *57*(1), 326-347.

Glover, J. & Siu, U. (2016). Human resources management of professional sport coaches in South Africa. *African Journal for Physical, Health Education, Recreation and Dance, Special Edition,* 50–58.

Gotsis, G. N. & Kortezi, Z. (2018) Ethical Considerations in Organizational Politics: Expanding the Perspective, *Journal of Business Ethics, 93*(2), 497-517.

Hollington, S. (2015). Talent reviews: The key to effective succession management. *Journal on Business Strategy Series, 12*(5), 264-271.

Ilgen, D. R. & Pulakos, E. D. (2016). *Employee performance in today's organizations*. Jossey-Bass Press.

Im, S. & Chung, Y. (2018). *Employee volunteering meaningfulness and organizational citizenship behavior: Exploring the effects of organizational support, pride, and trust.* Published Article, College of Economics and Business Administration, University of Suwon, Korea, *4*(2), 5-9.

Insan, A.N., Astuti, E.S., Raharjo, K. & Hamid, D. (2013). The effect of transformational leadership model on employees job satisfaction and performance at perusahaanlistriknegara(plnpersero) in south Sulawesi. *Indonesia. Information and Knowledge Management*, *3*. 135–142.

Jahan, N. T. (2019), Effect of job organization on job satisfaction among shop floor Employees in automotive industries in Malaysia. *International Journal of Industrial Ergonomics, 39*(1), 1–6.

Kante, W. & Wilson, O. (2018). Creativity syndrome: Integration, application and innovation. *Psychological Bulletin, 10*(3), 27-43.

Khurram, Z.A., Ibn-e-Waleed, Q., Mehwish, A., & Khurram, S. (2019). Mediation role of organizational commitment in the relationships of organizational politics and job involvement and employee performance. *International Journal of Academic Research in Economics and Management Sciences, 3* (6), 1-20.

Koopmans, C. M. B, Hildebrandt, W. B., Schaufeli, C. W., de Vet Henrica, A. J., & Beek, van der. (2011). Conceptual frameworks of individual work performance. *A Systematic Review Journal of Occupational and Environmental Medicine, 53*(8), 856–866.

Ledum, L. (2016). *Workplace politics and employee commitment in selected firms in Port Harcourt.* (Unpublished Undergraduate Project), Department of Management, Ignatius Ajuru University of Education, Port Harcourt.

Lee, S., Blake, H., & Lloyd, S. (2017). The price is right: Making workplace wellness financially sustainable. *International Journal of Workplace Health Management, 3*, 58–69.

Mahmood, A., Talat, A. & Rizwan, Q. D. (2015). Perceived organizational politics and employee morale: Mediating role of social exchange perceptions in Pakistani organizations. European Online Journal of Natural and Social Sciences, *4*(1), 66-75.

Martono, S., Khoiruddin, M., & Wulansari, N. A. (2018). Remuneration reward management system as a driven factor of employee performance. *International Journal of Business & Society, 19*(4), 535–545.

Mattessich, R. (2015). Budgeting models and system simulation. *The Accounting Review*, *36* (3), 384–397.

McCook, K. D. (2017). *Performance management system in organizations (Unpublished doctoral dissertation).* Louisiana State University and Agricultural and Mechanical College.

Miller, B. K., Byrne, Z. S., Rutherford, M. A., & Hansen, A. M. (2017). Perceptions of organizational politics: A demonstration of the reliability generalization technique. *Journal of Managerial Issues, 4*(5), 280-300.

Miron, E., Erez, M. & E. Naveh, (2014). Do personal characteristics and cultural values that promote innovation, quality, and efficiency compete or complement each other? *Journal of Organizational Behavior, 25*(2), 175-199.

Mone, U. O. & London, R. (2013). *Management (First Edition).* The Dryden press.

Motowildo, R. N., & Borman, M. C. (2017). Microversus small family businesses: A multinational analysis. *Journal of Small Business and Enterprise Development*, *22*(3), 380–396.

Oshi, J. E. O., Chuku, C. J. & Anwuri, P. N. (2018). Organizational politics and employee commitment in quoted banks in Rivers State. *ASPL International Journal of Management Sciences, 7*(1), 71 – 81.

Ozoigbo, B. I., & Chukuezi, C. O. (2017). The impact of multinational corporations on the Nigerian Economy. *European Journal of Social Sciences, 19*(3), 36-74.

Pradhan, R. K., & Jena, L. K. (2017). Employee performance at workplace: Conceptual model and empirical validation. *Business Perspectives and Research, 5*(1), 69–85. https://doi.org/10.1177/2278533716671630

Quaiser, A. & Sajid, H. A (2017). Impact of organizational politics on employee performance in Public sector organizations. *Pakistan Administrative Review, 1* (1), 19-31.

Salim, S. S., & Ismail, A. (2015). Adequacy of pay structure and its impact on personal outcomes. *Acta Universitatis Danubius. OEconomica*, *11*(6).

Sarkar, X. & Singh, D. N. (2006). Reward systems & reward motivation. *Journal of Management Sciences, 7*(3), 78-91.

Sashkin, H. & Kiser D.(2013). The impact of employee satisfaction on quality and profitability in high-contact service industries. *Journal of Operations Management, 26*(5), 651–668.

Setegnet, E., Emmanuel, O. & Chinedu, C. L. (2013). The relationship between leadership, job satisfaction and organizational commitment. *South African Journal of Human Resource Management*, *6*(4), 65-80.

Solinger, O. N., Van, O. W. & Roe, R. A. (2018). Beyond the three-component model of organizational commitment. *Journal of applied psychology, 93*(1), 70.

Sundi, K. (2013). Effect of transformational leadership and transactional leadership on employee performance of Konawe Education Department at Southeast Sulawesi. *International Journal of Business and Management Invention, 7*(3), 42-55.

Uriarte, F. A. (2018). *Introduction to knowledge management*. ASEAN Foundation.

Vigoda-Gadot, E. & Drody, A. (2017) Organizational politics and human resource management: A typology and the Israeli experience. *Human Resource Management Review, 20*(1), 194-202.

Walker, O. C. & Ruekert, R. W. (2014). Marketing's role in the implementation of business strategies: a critical review and conceptual framework. *Journal of Marketing*, *51*, 3, 15-33.

Wayne, S. J., Liden, R. C., Graf, I. K., & Ferris, G. R. (2016).The role of upward influence tactics in human resource decisions. *Personnel Psychology, 50*(3), 979-1006.

Wilkinson, F. (2016). Achieving superior performance: The overarching role of marketing, innovation, and learning capabilities. *Australasian Marketing Journal, 21* (3), 161-167.

Yahaya, A., Yahaya, N., Bon, A. T., Ismail, S. & Noor, N. M. (2012). The relationship between big five personality with work motivation, competitiveness and job satisfaction. *Elixir Psychology, 44*(1), 7454–7461.