



# WORKPLACE POLITICS AND EMPLOYEE PERFORMANCE IN THE TELECOMMUNICATION INDUSTRY IN RIVERS STATE

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## ABSTRACT

*The purpose of this research is to investigate the relationship between workplace politics and employee performance of telecommunication firms in Rivers State. The study used descriptive survey design in structured questionnaire to collect data from 400 employees of telecom firms.*

*A total of 4 hypotheses were proposed and statistically tested with Spearman's Rank Correlation Coefficient. Results revealed that the promotional policy has a positive and weak correlation with employee productivity. It was further revealed that favouritism has a positive and significant correlation with turnover intention. In conclusion, promotional policy in a highly tensed political arrangement tends to reduce employee productivity and at the same time, increase turnover intention that telecom telecom firms who want to improve employee performance should have a standard procedure promoting employees irrespective of the individual involved. This will help improve employee productivity. They should also ensure level playground for all qualified employees that are due for promotion to avoid high employee turnover, which may affect possibility of achieving performance.*

**KEYWORDS:** Workplace Politics, Promotional Policy, Turnover Intention.

## INTRODUCTION

Increasingly, the last 20 years has showcased unprecedented growth in the telecommunication industry, especially with the privatization of Nigeria Telecommunication Limited (NITEL) in 2007, and the subsequent emergence of privately owned telecommunication companies, otherwise known as Global System for Mobile Communication (GSM) such as MTN, Globacom, Airtel, 9Mobile, etc. According to Nigerian Communications Commission (NCC, 2019), by the end of 2018, telecoms contributed revenue of over 77.42% to the ICT sub-sector Gross Domestic Product (GDP) and 9.46% to national GDP. It was also reported that the deregulation of the sector gave rise to an increase in active subscription, which grew from 400,000 lines in 2001 to 145.3 million lines in May 2017, resulting in a tele-density of 0.4% and 103.82% in both years respectively (NCC, 2019). Tele-density measures the percentage number of active telephone connections for every one hundred persons living within an area.

In view of the above, it is arguably most likely that this progress in the industry is traced to the innovations and organizational structure among players in a bid to remain relevant and achieve

business performance. In this light, the extent of employees of telecom firms interaction and communication for both individual and organizational interest dictates the overall survival of the organization (Sulaimon, Emmanuel & Bolanle, 2016). Therefore, the tendency to influence decisions and activities of the organization towards an employee or a group of employees is referred to as workplace politics. Politics in organization is inevitable; and has a significant impact on employee job involvement (Gull & Zaidi, 2012). Undoubtedly, human resources management cannot free from politicking among employees of different background, ethnicity, education and disposition to activities of common interest. According to Ogwuche (2014), it is almost impracticable to have unrestricted politics in organization because they are social bodies where employees make efforts individually and/or collectively for the purpose of acquiring resources, power, and influence activities to get benefits and serve their self-interests. Both individuals and groups may engage in office politics which can be highly destructive, as people focus on personal gains at the expense of the organizational goals (Attah, 2016). Karen (2014) expressed that workplace politics is the



pursuit of individual agenda and self-interest in an organization without regard to their effect on the organizations efforts to achieve its goals and objectives. Workplace politics represent deceitful behaviour of employees toward the work environment for personal interest which may not be in harmony with group and organizational objectives and subsequently may have effect on employee job performance (Bryson, Freeman, Lucifora, Pellizzari & Perotin (2011).

Politics involves human element and the relationship that come out of it is political which should be managed and handled with care, sincerity and maturity before escalating out of control (Krietner & Kinicki 2004). Because employee attitude towards work is largely determined by their perceptions of workplace politics, therefore, it is imperative for management to effectively handle varying power influences in order to reduce employee turnover and dissatisfaction. In organization, political behaviour is measures by employee's observations on activities that are political, and this may have a negative or positive outcome (Al-Qatawneh, 2014). One of the major issues identified by many scholars is bad political behavior or maneuvering, which negatively affects employee performance due to conflict, hatred, rancour that emanates from unfriendly work environment. The implication is that it results to lower productivity in the work place if not managed efficiently. According to Cacciattolo (2014), problem of workplace politics may include unqualified employees in a strategic position, wrong decision making, waste of resources of organization, fraud and problem of sustainability. Unqualified employee may get appointed to hold a strategic

position of an organization provided he/she understands the devious behaviour to get it. This will have great effect on the decision making of an organization such as effective use of available resources and other noneconomic decisions. The result of wrong decision may include fraud or misappropriation, waste of resources and retardation of organizational development (Aronow, 2004).

Though, the above issues have been prevalent in several organizational contexts, work environment, industries, and even geographical locations; as confirmed by extant studies (Bryson et al., 2011; Gull & Zaidi, 2012; Ogwuche, 2014). However, it may not be out of point to mention that issues of this nature may vary or perhaps not found when examined elsewhere. It was against this backdrop; the research was undertaken to investigate whether the identified issues are applicable to the telecommunication industry. Therefore, this research was embarked upon to empirically unravel the relationship between workplace politics and employee performance as it relates to the telecommunication industry Rivers State.

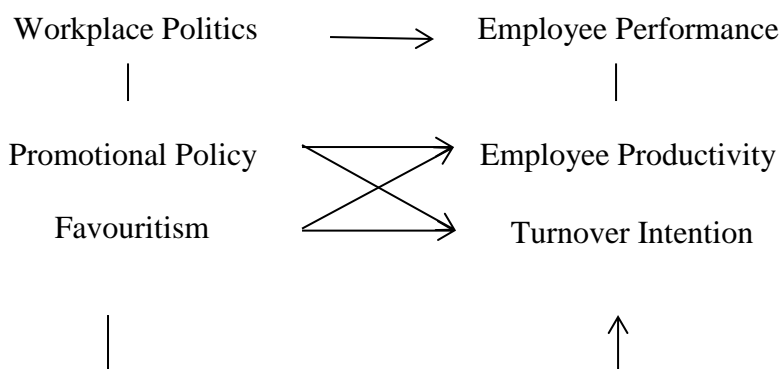
### MODEL SPECIFICATION AND OPERATIONAL FRAMEWORK

In this research, workplace politics is the independent variable with dimensions such as promotional policy and favouritism; while the dependent variable is employee performance, and was measured with employee productivity and turnover intentions. Premised on these variables, the research is expressed in the functional relationship below:

EP = f(WP)	-----Model 1
EP = EC, TI	----- Model 2
WP = PP, F	-----Model 3
EC, TI = f(PP, F)	-----Model 4

**Where:**

- EP = Employee Performance
- CG = Workplace Politics
- EP = Employee Productivity
- TI = Turnover Intention
- PP = Promotional Policy
- F = Favouritism



**Fig 1: Operational Framework of the study**

*Source: Research Desk; as adopted from Bryson, Freeman, Lucifora, Pellizzari & Perotin 2011.*

Based on the above operational framework, the following hypotheses were formulated:

**Ho<sub>1</sub>:** There is no significant relationship between promotional policy and employee commitment of telecom firms in Rivers State.

**Ho<sub>2</sub>:** There is no significant relationship between promotional policy and turnover intention of telecom firms in Rivers State.

**Ho<sub>3</sub>:** There is no significant relationship between favouritism and employee commitment of telecom firms in Rivers State.

**Ho<sub>4</sub>:** There is no significant relationship between favouritism and employee commitment of telecom firms in Rivers State.

### LITERATURE REVIEW Theoretical Framework

The theory upon which this research was anchored is the Equity Theory (ET) promulgated by Stacy Adams in 1963. The ET emphasizes on employees' perceptions on fair and equal treatment in terms of general work conditions compared to other organizations. According to Jones & George (2003) ET is a theory of motivation that mainly premised on employee's perceptions of the fairness of workers work outcomes relative to, or in proportion to their work inputs. Luddy (2005) opined that ET proposes that employees have a strong desire to maintain stability between what they see their inputs or contributions to be connected to predictable rewards. Anuradha (2012) noted that ET focuses on distributive and procedural justice. As a way of conceptualization, distributive justice entails the identified equity of the amount, rewards and allocation of rewards among employees. The theory states that where employees identify discrepancies between the rewards they received and their efforts, those set of employees may likely be pushed to reduce their performance. On the part of Aziri (2011), ET suggests that workers are interested in

maintaining equal treatment in their relationships with organizations. Fairness and justice are determined by comparison based on the rate of employee's outputs and inputs. To Aziri (2011) outputs are pay, benefits, recognition and timeoff while inputs are employees experience, commitment, work efforts, etc.

In view of the foregoing, it is crucial to mention that ET is quite suitable for this research, given its emphasis on the relationship between employees' work input and their subsequent remuneration level. Specifically, from the context of this study, some employees may not get a fair share of their work efforts especially in organization with strong political presence. In this regard, those who know or have a strong connection to the powers-that-be, are most likely going to benefit more in terms of promotion and other incentives. Hence, the suitability of the theory.

### CONCEPT OF WORKPLACE POLITICS

According to Aronow (2004), the concept of workplace politics came into organizational behaviour literature in 1983 by Robbins, Hellrigel, solcum & Woodman. Hence, plethora of definitions have been extended in this regard, Nwizia, Ojiabo & Alagah, (2017) defined workplace politics as actions that are inconsistent and conflicting with established organizational norms which are implemented to encourage personal interest, and are taken without regard for organizational goals. Nihat, Samet & Ozgur (2016) defined workplace politics as the application of power to get results that are either not approved by the workplace or organization or use tools that are also not approved by the organization. In addition, Cacciattolo (2014) defined workplace politics as informal, parochial, typically divisive and illegitimate behavior that is aimed at displacing legitimate power in different ways. Workplace politics is also seen as a social influence process in



which some group of employees strategically align to maximize self-interest. They are those actions that are not officially approved by an organization taken to influence others to meet one's personal goals. In consensus, these definitions agree that workplace politics is a set of social-influencing processes, which are experienced within an organization in order to prevent short-or long-term individual benefits.

### **EMPLOYEE PERFORMANCE**

The performance of the organization can be enhanced by employing the right employees in the organization (Davidson, 2003). Employee performance is related with the abilities to generate new ideas and use this ability to build relations and processes of work (De Jong & Den Hartog, 2007). Employees who are adequately empowered are efficient and high performing, and are more responsible to the success of the organization (Armstrong & Murlis, 2004). Employee performance reflects the extent to which they contribute to the success of the organization. It has been argued that a lot factors influence employee performance (Bodla & Danish, 2010). Most likely, the outcome of employee performance is satisfaction, commitment, productivity, etc. However, it has been suggested by Boerner, Eisenbeiss & Griesser (2007) that employee capacities can be increased or decrease depending on the level of workplace politics.

### **EMPLOYEE PRODUCTIVITY**

Employee performance largely depends on several factors; however, can be measured with productivity. Employee who possesses unique skills, competencies, and experience, have the ability to deliver high productivity (Wright, 2004). It has been debated that improving productivity is one of the fundamental objectives of several organizations. This is in line with several efforts by management to enhance employee productivity as this will lead to organizational profitability (Sharma & Sharma, 2014). The authors were also of the view that higher productivity tends to maximize organizational competitive advantage through cost reduction and improvement in quality of output.

Agnes (2009), were of the view that productivity is the quantity of work that is achieved within a period of time by means of the factors of production. The author further mentioned that productivity is a measure of performance that encompasses both efficiency and effectiveness. It is the correlation that exists between the quantity of inputs and outputs from a clearly defined process. Wright (2004), opined that productivity is an indication of how efficient essential resources are utilized to attain specific goals in terms of quantity and quality within a given time frame.

### **TURNOVER INTENTION**

Turnover among the employees is one of the biggest challenges for any organization and have far lasting effects. It has been seen as a serious issue especially in the field of human resources management (Hassan, 2014). Wu X, Polsaram P (2011) added that Employee turnover become a major concern for many organizations nowadays and high employee turnover have a devastating effect on a company, especially if the lost employees are high performers. Turnover intention of employees refers the likelihood of an employee to leave the current job he/she are doing (Ngamkroeckjoti, Ounprechavanit & Kijboonchoo, 2012). Many organizations, irrespective of its location, size or nature of business, have always had a serious concern about employees' turnover intention (Long, Thean, Ismail & Jusoh, 2012). Turnover can be classified as voluntary and involuntary turnover. The former is when an employee leaves his or her job and the organization willingly. The latter refers the decision of management to force the employee to leave the organization.

For telecom firms, the turnover of employees entails the waste of investment in the selection and training of personnel. Besides, the high rate of employee turnover of a service provider adversely affects the motivation of existing personnel; increases the workload and makes work planning difficult. Thus, the resignation of skilled staff, who are considered as experts on the job, is an important issue that has a negative impact on the efficiency, effectiveness and general performance of the firm (Kaya & Abdioğlu, 2010).

### **WORKPLACE POLITICS AND EMPLOYEE PERFORMANCE**

Plethora of studies have investigated the relationship between workplace politics and employee performance. Mensah, (2016) investigated the relationship among perceived organizational politics, organizational commitment and organizational citizenship behavior among 2 selected public sector organizations in Accra. Correlational research design was adopted in collecting data from 160 participants from the Ghana Standards Authority. Findings revealed that there is a negative relationship between employee's perceived organizational politics and organizational commitment. There is also negative relationship was also found between perceived organizational politics and organizational citizenship behaviour and a positive relationship between organizational commitment and organizational citizenship behavior. The study however did not find any relationship between the dimensions of Perceived organizational politics and commitment. According to previous studies,



organizational politics has a negative association with organizational outcomes, like intention to quit, stress, organizational citizenship behaviors, and job satisfaction (Perrewé, Rosen, & Maslach, 2012). In another research, Sowmya and Panchanatham (2011) examined the impact of politics on 30 employees' behavior in banking industry. According to the study, organizational politics negatively influences employees as it can affect negligent behavior and turnover intentions, and these were because of influence of variables such as job involvement and job satisfaction on organizational politics.

### PROMOTIONAL POLICY AND EMPLOYEE PERFORMANCE

According to Ogwuche (2014), promotion decisions have consistently been found to be one of the most political actions in organizations. The opportunity for promotion or advancement encourages people to compete for limited resources and try to positively influence the decision outcome. Employees' productivity is reduced in organization where staff perceive an unfavorable promotion policy formulated and implemented. Promotion policies mean the way to which employees in an organization behave politically on policies formulation and implementation. In all organizations, evaluation of employees is a strong basis of promotion policies. Gull & Zaidi (2012) supported that promotion policy is how the organization acts and behave politically because of their policies. Promotional opportunities are given to employees that give extra assistance and indicate an interest in manager's personal curiosity. Wan, Mustapha & Zakaria (2013) noted that employees that perceived promotion decisions as fair are more likely to be committed to the job, experience satisfaction, perform effectively and efficiently, having minimum intention to leave the organization.

Many studies have investigated the association between promotion and employee performance. Olorunleke (2015) described organizational politics as improper approaches of achieving supremacy through unmerited channels. Promotional activities largely impact on employees' job satisfaction because it stimulates and fuel negative reactions. When employees perceive politics in how salary increase and payment are allocated to workers, their feeling about work environment will change dramatically. Politics in salary decision and promotion policies will reduce the level of employee satisfaction. It was revealed that promotional policy has a positive and significant relationship with employee performance. It was also revealed that politically-motivated promotional policy had a positive and significant relationship with turnover intention. It was however against this background the following hypotheses were formulated:

**Ho<sub>1</sub>:** There is no significant relationship between promotional policy and employee productivity of telecom firms in Rivers State.

**Ho<sub>2</sub>:** There is no significant relationship between promotional policy and turnover intention of telecom firms in Rivers State.

### FAVOURITISM AND EMPLOYEE PERFORMANCE

The dictionary by Brockhouse & Efron (2010) defined favouritism as the state and social life appear more often than not as to be passionate patronage of specific individual employees and their appointment to the superior positions despite their having neither capabilities nor experiences necessary for such duties. Therefore, a favourite is an employee being in confidence of his chief and affecting his/her solutions to move up the career ladder thanks to a sense of having been chosen. The term favouritism to be closely intertwined with such notion as nepotism and cronyism (Komlev, 2006). The given definitions imply that favouritism and nepotism take place in such cases where a patron vested with power pushes forward a favourite or nepotic to move up the career ladder irrespective their experience, knowledge, services and advances. Ceylan & Demircan, (2002) Examined the association between favouritism and employee turnover in the banking sector. The authors surveyed 400 senior staff banks in the UK. Findings showed that favouritism has a positive and strong correlation with turnover intention. Ngamkroeckjoti et al. (2012) investigated the effect of favouritism on employee performance and turnover intention. Result indicated that favouritism has a weak effect on employee performance, and a strong correlation turnover intention. Based on the above postulates, we propose the following hypotheses:

**Ho<sub>3</sub>:** There is no significant relationship between favouritism and employee productivity of telecom firms in Rivers State.

**Ho<sub>4</sub>:** There is no significant relationship between favouritism and turnover intention of telecom firms in Rivers State.

### METHODOLOGY

This research used cross-sectional survey type of quasi-experimental design due to the geographical concentration of the study's subjects and the inability of the researcher to have a good control over research elements as human behaviour can only be observed, not manipulated. The population of this research consists of employees of GSM service providers in. According to the Human Resource Department of the Corporate Headquarters of the 4 popular telecom operators revealed that MTN has a total number of 600 employees, AIRTEL has 550, GLO has 700, and 9MOBILE has 300 respectively. Focusing only on the permanent staffs implies that in all, the total



population of this study is 2,150. Given the above population figure, the corresponding sample size is 400 with the help of Taro Yamen formula. It is however important to state that the research adopted convenient sampling technique in selecting sample elements used.

In addition, two main sources of data were used- primary and secondary sources. While the former was sourced with the help of questionnaire, the latter was obtained from journal articles, credible internet publications, textbooks, etc. More so, the research instrument was evaluated through expert

checking for content, therefore, a pilot study was conducted to pre-test the questionnaire. To determine the reliability of the research instrument, Cronbach's Alpha tests were carried out. Lastly, the research adopted a combination of descriptive and inferential statistical tools in analysing data. In terms of descriptive statistical, the research used charts, tables, averages (means and standard deviation), percentages, etc; on the other hand, inferential statistics such as Spearman's Rank Correlation Coefficient was used, with the help of SPSS application (version 21.0), in testing hypotheses.

## DATA ANALYSIS AND DISCUSSIONS

**Table 1 Questionnaire Distribution and Retrieval**

Questionnaire	Frequency	Percent (%)
Administered Copies	400	100.0
Returned Copies	376	94
Not returned Copies	24	6
Returned & usable Copies	366	91

Source: SPSS Output, 2021.

Table 1 indicated that a total 400 copies of questionnaire were administered; however, 376 representing 94% were returned. More so, 24 copies

were not returned, but 366 representing 91% were both returned and usable.

**Table 2 Results of Reliability Test**

Variables	Cronbach's Alpha
Promotional Policy	0.810
Favouritism	0.899
Employee Productivity	0.809
Turnover Intention	0.843

Source: SPSS Output, 2021.

From the table above, all variables in the research instrument have showed signs of reliability, since all test results are more than the standard of 0.700 (70%).

## TESTING OF HYPOTHESES

### Hypothesis One

**Ho<sub>1</sub>:** There is no significant relationship between promotional policy and employee productivity of telecom firms in Rivers State.

**Table 3: Correlation Analysis between Promotional Policy and Employee Productivity Correlations**

		Promotional Policy	Employee Productivity
Spearman's rho	Promotional Policy	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	366
	Employee Productivity	Correlation Coefficient	.343**
		Sig. (2-tailed)	.07
		N	366

\*\* . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2021.



**Decision:** The above table indicates a coefficient and probability value of 0.343 and 0.07. Since the PV which is  $0.07 > 0.05$ , we accept the null hypothesis. Which means that there is a positive but weak relationship between promotional policy and employee productivity of telecom firms in Rivers State.

**Hypothesis Two**

**Ho<sub>2</sub>:** There is no significant relationship between promotional policy and turnover intention of telecom firms in Rivers State.

**Table 4: Correlation Analysis Between Promotional Policy and Turnover Intention**  
Correlations

			Promotional Policy	Turnover Intention
Spearman's rho	Promotional Policy	Correlation Coefficient	1.000	.894**
		Sig. (2-tailed)	.	.06
		N	366	366
	Turnover Intention	Correlation Coefficient	.894**	1.000
		Sig. (2-tailed)	.06	.
		N	366	366

\*\* . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2021.

**Decision:** The above table indicates a coefficient and probability value of 0.894 and 0.06. Since the PV which is  $0.06 > 0.05$ , we reject the null hypothesis. Which means that there is a positive and significant relationship between promotional policy and turnover intention of telecom firms in Rivers State.

**Hypothesis Three**

**Ho<sub>3</sub>:** There is no significant relationship between favouritism and employee productivity of telecom firms in Rivers State.

**Table 4.5 Correlation Analysis Between Favouritism and Employee Productivity**  
Correlations

			Favouritism	Employee Productivity
Spearman's rho	Favouritism	Correlation Coefficient	1.000	.440**
		Sig. (2-tailed)	.	.08
		N	366	366
	Employee Productivity	Correlation Coefficient	.440**	1.000
		Sig. (2-tailed)	.08	.
		N	366	366

\*\* . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2021.

**Decision:** The above table indicates a coefficient and probability value of 0.440 and 0.08. Since the PV which is  $0.08 > 0.05$ , we accept the null hypothesis. Which entails that there is a positive and weak relationship between favouritism and employee productivity of telecom firms in Rivers State.

**Hypothesis Four**

**Ho<sub>4</sub>:** There is no significant relationship between favouritism and employee productivity of telecom firms in Rivers State.

**Table 4.5 Correlation Analysis Between Favouritism and Turnover Intention**  
**Correlations**

			Favouritism	Turnover Intention
Spearman's rho	Favouritism	Correlation Coefficient	1.000	.879**
		Sig. (2-tailed)	.	.01
		N	366	366
	Turnover Intention	Correlation Coefficient	.879**	1.000
		Sig. (2-tailed)	.01	.
		N	366	366

\*\* . Correlation is significant at the 0.05 level (2-tailed).

**Source:** SPSS Output, 2021.

**Decision:** The above table indicates a coefficient and probability value of 0.879 and 0.01. Since the PV which is  $0.01 < 0.05$ , we reject the null hypothesis. Which entails that there is a positive and significant relationship between favouritism and turnover intention of telecom firms in Rivers State.

### DISCUSSION OF FINDINGS

**Ho<sub>1</sub>** was set out to ascertain the relationship between promotional policy and employee productivity of telecom firms in Rivers State. The hypothesis was tested using Spearman's Rank Correlation Coefficient and result revealed a rho value of 0.343. Therefore, while the null hypothesis was accepted, this revealed a positive and weak association between promotional policy and employee productivity. By way of comparing this finding to previous ones, Mustapha & Zakaria (2013) noted that employees that perceived promotion decisions as fair are more likely to be committed to the job, experience satisfaction, perform effectively and efficiently, having minimum intention to leave the organization.

**Ho<sub>2</sub>** aimed at examining the relationship between promotional policy and turnover intention. Result showed a rho value of 0.894. Our analysis revealed a positive and significant relationship between promotional policy and turnover intention. of telecom firms in Rivers State. Accordingly, the null hypothesis was rejected, and subsequently, the alternate hypothesis accepted. This finding corroborates with the argument of Olorunleke (2015) when the authore described organizational politics as improper approaches of achieving supremacy through unmerited channels. Promotional activities largely impact on employees' job satisfaction because it stimulates and fuel negative reactions.

**Ho<sub>3</sub>** investigated whether favouritism in a workplace politics setting, has a significant relationship with employee productivity. Result revealed a rho value of 0.440. Consequently, the null hypothesis was accepted, which confirmed that favouritiam has a

positive and weak relationship productivity. Therefore, comparing this finding; Ceylan & Demircan, (2002) Examined the association between favouritism and employee turnover in the banking sector. The authors surveyed 400 senior staff banks in the UK. Findings showed that favouritism has a positive and strong correlation with turnover intention.

**Ho<sub>3</sub>** examined the relationship between favouritism and employee productivity. Result revealed that favouritism has a positive and significant ( $\rho=0.879$ ) relationship with productivity. This result was in contrary view with the finding of Ngamkroekjoti et al. (2012), as the author investigated the effect of favouritism on employee performance and turnover intention. Result indicated that favouritism has a weak effect on employee performance, and a strong correlation turnover intention.

### CONCLUSIONS AND MANAGERIAL IMPLICATIONS

The phrase "man is a political animal", as propounded by Karl Max; may not be out of place as the instrument of power will always be applied in organizations, institutions, groups, etc. Hence, the idea that employees or staff of organizations and/or institutions strive for the achievement of a common goal or objective may not be achievable in a high politicallymotivated organizational settings. The combination of different groups of people and plurality of culture, training, background and education will have great influence on the relationship in a workplace. These traits will in no small measures determine the sharing formular of benefits in the workplace. In this regard, and because organization is bound to fill strategic positions that are vacant, in which more than one person will be qualified for the roles, therefore, selection procedure and process will be greatly influence by organizational political gladiators in the workplace.



This research revealed that promotional policy in a highly tensed political arrangement tends to reduce employee productivity and at the same time, increase turnover intention. This is due to strong influence by those who knows the “powers that be” in the area of organization planning, decision making and leadership quality in the workplace, as well as the performance and productivity of organization.

Again, the aspect of favouritism has been confirmed to be a dangerous culture in many organizations: particularly organizations in the telecom industry. Favouritism in organizations has the potential of crippling organizational core values and give way for employee turnover.

Based on the above, it is recommended that telecom telecom firms who want to improve employee performance should have a standard procedure promoting employees irrespective of the individual involved. They should also have a laid down rule in filling vacant positions, either by selection or by election, with explicit requirements for those positions. Also, they should imbibe the idea of outsourcing certain activities in order to avoid compromises.

More so, strategies or mechanism should be in place for managing conflict or disagreement that may arise in the process of promoting employees. Conflict is inevitable, but its management will have great influence on employee performance and development. Telecom operators should ensure level playground for all qualified employees that are due for promotion to avoid rancour.

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