

## **SENATORIAL ZONE POLITICS IN ANAMBRA STATE, NIGERIA AND ITS PREDICTIVE IMPACTS ON THE STATE'S CIVIL SERVANTS' PERFORMANCE**

**Obed Kwentoh Moneme**  
**Department of Psychology,**  
**Chukwuemeka Odumegwu Ojukwu University,**  
**Anambra State, Nigeria.**  
**Email: komoltd@yahoo.com**  
**Phone: +2348033130980**

**ABSTRACT:** *The study examined senatorial zone politics in Anambra State, Nigeria and its predictive impacts on the State's civil servants' performance. Purposive and incidental samplings were used for participants of 58 civil servants (20 males/38 females) from the Anambra State three senatorial zones, with age-range 25-57, mean-age 40.33 and SD 10.87. Instruments were Employee Performance Scale and Perception of Organizational Politics Scale. Correlational design and multivariate regression analysis were adopted. Result showed senatorial zone politics significantly predicted civil servants' task performance. Senatorial zone politics significantly predicted civil servants' adaptability performance. General political behaviour negatively predicted civil servants' adaptability and contexture performance. Employment politics positively predicted employee adaptability and contexture performance. Recommendations is for senatorial zone politics to be drastically reduced in the Anambra State's civil service.*

**KEYWORDS:** Senatorial Zones, Politics, Civil Servants, Performance, Anambra State, Nigeria

### **INTRODUCTION**

Civil servants in Anambra State, Nigeria, are confronted with varieties of challenges. One of which is the senatorial politics of Anambra State. This might induce poor performance in the State's civil service. Performance signifies individual's work achievement after exerting required effort on the job (Hellriegel, Jackson, & Slocum, 2017; Karakas, 2018). Employee performance in the form of task performance comprises of job explicit behaviours which include fundamental job responsibilities assigned as a part of job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance) (Conway, 2017).

Performance according to Griffin, Neal, and Parker (2017) is associated with job proficiency. In job performance, adaptability, which is proaction (Bailey, 2017) to one's job role, is important to cope with uncertain business environments (Austin, & Villanova, 2018; Viswesvaran, & Ones, 2018). This leads to organizational citizenship behaviour (OCB) or contextual performance that refers to voluntary actions of employees (Bateman, & Organ, 2013) that benefit employers intangibly. Contextual performance is a kind of attitude like volunteering for extrawork, helping others in solving difficult task, upholding enthusiasm at work, cooperating with others at the time of need, sharing critical resources and information for organizational development, abiding by the prescribed rules and regulations, and supporting organizational decisions for a better change (Coleman, & Borman, 2016; Motowidlo, & Schmit, 2018). It is believed that a civil servant with a sense of passion exhibits high performance

(Kahn, 2016), team spirit and share organizational values (Jaworski, & Kohli, 2018). Team spirit results in better employee performance and a happier workplace (Alie, Beam, & Carey, 2018; Boyt, Lusch, & Naylor, 2017; Jones et al., 2017; William, Swee-Lim, & Cesar, 2015).

Regrettably, use of senatorial zone political tactics in civil service in Anambra State, Nigeria is widespread. Virtually every civil servant in Anambra State can recount senatorial political incident in which he or she was directly or indirectly involved. Civil servants who may have been negatively affected by the politics perceive it to have a negative influence in organizations, while others, mostly those whose position was advanced by the politics view it as a useful tool in Anambra State civil service (Ferris & Kacmar, 2012). That is why people act upon their perceptions in the organization (Lewin, 2016; Porter, 2016).

If civil servants perceive that others get ahead as a result of senatorial politics, these individuals will be more likely to engage in political behaviours themselves (Ferris, Fedor, Chachere, & Pandy, 2017).

Struggling for a position will allow some persons to receive a valued resource that is quintessential political behaviour (Drory & Romm, 2018; Farrell & Peterson, 2012; Kumar & Ghadially, 2019). This implies that organizations with limited resources will have politically charged environments. This explains why senatorial zone politics seems to be heavily applied in the State's civil service with limited resources.

### **Statement of the Problem**

In Anambra State, Nigeria, civil servants are challenged with poor salaries, poor working conditions, absence of job security, shortage of personnel and lack of remuneration. Regrettably, sociocultural affinity and nepotism have been brought into the State's civil service performance. This might have caused frequent absenteeism, turnover intentions, low productive, poor organization image and loafing behaviour witnessed among the civil servants in Anambra State. This might have infused poor attitude to work, nepotism, backbiting, bribery, corruption,

arrogant, and machinations in Anambra State civil service.

Interestingly, limited study has been conducted in relation to senatorial zone politics and civil servants' performance Anambra State, Nigeria. On this note, this study investigates senatorial zone politics predictive impacts on performance among civil servants in Anambra State. Understanding senatorial zone politics in relation to civil service performance is needed in order to contribute organizational behaviour knowledge in managing civil service (Ferris & Kacmar, 2012; Lewin, 2016; Porter, 2016).

### **Research Questions**

1. How will senatorial zone politics predict task performance among civil servants in Anambra State, Nigeria?
2. To what degree will senatorial zone politics predict adaptability performance among civil servants in Anambra State?
3. In what way will senatorial zone politics predict contexture performance among civil servants in Anambra State?

### **Purpose of the Study**

The purpose of the study was to:

1. Find if senatorial zone politics predict task performance among civil servants in Anambra State, Nigeria.
2. Examine whether senatorial zone politics predict adaptability performance among civil servants in Anambra State.
3. Determine if senatorial zone politics predict contexture performance among civil servants in Anambra State.

### **LITERATURE REVIEW**

#### **Theoretical Review**

##### **Civil Servants' Performance**

**Goal Setting Theory by Locke and Latham (1990):** According to the theory, there are two cognitive determinants of behaviour, which are values and intentions (goals). The authors of the theory viewed goal as what the individual is consciously trying to do. Locke and Latham (1990) postulated that the form in which one experiences one's value judgments is emotional. That is, one's values create a desire to do things consistent with them. Goals also affect behaviour (job performance) through other

mechanisms. For Locke and Latham, goals direct attention and action. Furthermore, challenging goals mobilize energy, lead to higher effort, and increase persistent effort. Goals motivate people to develop strategies that will enable them to perform at the required goal levels. Accomplishing the goal can lead to satisfaction, motivation and performance, or frustration and lower motivation if the goal is not accomplished. Goals have a pervasive influence on civil servants' behaviour and performance (Locke & Latham, 2002). Nearly every modern organization has some form of goal setting in operation. Programs such as management by objectives (MBO), high-performance work practices (HPWPs), management information systems (MIS), benchmarking, stretch targets, as well as systems thinking and strategic planning, include the development of specific goals.

### **Senatorial Zone Politics**

**Social Exchange Theory by Gouldner (1960); Cropanzano, and Mitchell (2005):** According to the social exchange theory, employees may exchange valuable outcomes or interests by establishing relationships with others (Gouldner, 1960; Cropanzano, & Mitchell, 2005). It is thus valid for interpreting senatorial zone politics in workplace friendship correlations. Given that senatorial zone politics is the result of resource scarcity (Drory & Romm, 1990). Civil servants adjust themselves to obtain more resources or reduce uncertainties within the organization with collegial interactions when prevailing senatorial zone politics is perceived. Interactions of such kind are often launched out of voluntary and reciprocal relations where civil servants (as employees) may garner greater support and more information from others to obtain resources, goals or reduce uncertainties.

Senatorial zone politics is a self-servicing behaviour threatening the interests of others. It involves workplace friendship of value, interest, hobby, and attitude. Senatorial politics represents a kind of attractive relation, in which the greater the similarity in sociocultural affinity, the better the quality of interaction (Dillard, 1987). Sociocultural senatorial politics among civil servants create political environment that facilitates workplace friendship (Gouldner, 1960; Cropanzano & Mitchell, 2005).

### **Empirical Review**

#### **Employees' (Civil Servants') Performance**

Diamantidis and Chazoglou (2019) examined the interrelations between firm/environment-related factors (training culture, management support, environmental dynamism and organizational climate), job-related factors (job environment, job autonomy, job communication) and employee-related factors (intrinsic motivation, skill flexibility, skill level, proactivity, adaptability, commitment) and their impact on employees' performance. In the study, a new research model that examined the relationships between these factors and employee performance was proposed utilizing the structural equation modeling approach. The results indicated that job environment and management support have the strongest impacts (direct and indirect) on job performance, while adaptability and intrinsic motivation directly affect job performance

Mangipudi, Prasad and Vaidya (2019) examined employee performance as function of performance management system. A survey was carried on the employees of IT Enabled Services companies around Hyderabad using a sample of 924 employees, consisting of 545 men and 379 women employees. The influence on performance management system was measured against (a) factors responsible for improved employee performance, and (b) factors that impact on performance management system. Using a structured survey instrument a five-point Likert-type scale, 13 factors of dependent variable performance management system was measured against the two independent variables/factors responsible for improved performance and 5 factors that impact the performance management applying multiple regression analysis. The instrument reliability and internal consistency was measured using reliability statistic Cronbach Alpha which is 0.84, 0.76 and 0.73 respectively, for performance management system, factors responsible for improvement performance management, and factors that impact performance management system. The results revealed that both the independent variables significantly influenced the performance management system and there were statistically significant gender differences

observed in the sample. However, there were no significant differences in different age groups of the employees.

Li, Naz, Khan, Kusi and Murad (2019) investigated the effect of a high-performance work system (HPWS) on employees' performance and the intervening role of mediators in the relationship. The study was quantitative in nature and used a questionnaire as its instrument. Two hundred and fifty respondents from the private textile sector, located in Lahore and Faisalabad, Pakistan, were selected using a stratified sampling technique. For statistical analysis and to test the proposed research model, partial least squares–structural equation modeling was applied. The study revealed that HPWS was positively related to employee performance. Furthermore, job satisfaction, perceived organizational support, and employee engagement positively and significantly mediated between HPWS and employee performance.

### **Politics (Senatorial Zone Politics) and Employee Performance**

Albloush, Taha, Nassoura, Al-Utaiabi and Masoud (2020) explored the effect of organizational politics (OP) on employees' performance. The study used data from employees' performance in 22 directorates of regions in the Greater Amman Municipality (GAM), Jordan. Data collected through face to face interviews with 11 heads of the administrative sections in directorates of regions in GAM. The interview results showed that there were many employees their performance were weak or unsatisfactory. This weak performance was due to the negative side of OP, where almost all respondents pointed that OP practice in wide spread at GAM because many employees, especially those who are in good position, exploit their positions to achieve personal interests.

Magolo, Edmond, Moses &, Pia (2020) examined the political dynamics of organizational mission and employee performance in the selected public universities in Uganda. The study also examined the association between the politics of organization mission and employee performance in public universities in Uganda. The study was informed by Max

Weber's theory of bureaucracy and adopted a descriptive cross-sectional survey research design. Findings revealed that the politics of organization mission contribute 23.3% to employee performance and 76.7% is by other factors.

Okeke and Mbah (2019) investigated the effect of cultural animosity, pay and promotion, religious diversity and power tussle on employee performance. Relevant literature on organizational politics and employee performance was reviewed under conceptual framework, theoretical framework, and empirical review. The research work was anchored on Just World Theory. Survey research design was implemented. The population of the study was 5403. The statistical formula devised by Fawett (1997) and Nwana's (1992), was employed to arrive at a sample size of 540. Multiple Regression Analysis (MRA) method was used in testing the hypotheses. The study discovered that there was a positive relationship between Cultural animosity and organizational performance in tertiary institutions under study. Pay and promotion has a positive relationship on employee performance in tertiary institutions under study. Religious diversity has a positive relationship on employee performance in tertiary institutions under study. The study concluded that organizational politics has a positive relationship on employee performance in tertiary institutions particularly in Anambra State, Nigeria.

Dominic Degraft, Arthur and Opoku, (2018) explored the extent to which employee perceptions of organisational politics influence their commitment in the public sector of Ghana. Three standard scales were adopted for generating data for the study namely. Data were processed using the IBM Statistical Product and Service Solution's Version 19.0. The partial least squares structural equation modeling was used to measure the relationship between organisational politics and employee commitment. The mediating effect of political behaviour on this relationship was also measured using the same partial least squares structural equation modeling. A sample of 120 employees was selected from the Wenchi Municipal Assembly for the study. The results of the study indicate that employee perceptions of organisational politics have a

positively significant relationship with their commitment in the public sector in Ghana.

### Hypotheses

1. Senatorial zone politics will significantly predict task performance among civil servants in Anambra State, Nigeria.
2. Senatorial zone politics will significantly predict adaptability performance among civil servants in Anambra State.
3. Senatorial zone politics will significantly predict contexture performance among civil servants in Anambra State.

### METHODS

**Participants:** Purposive and incident samplings were used to select the participants. Only those that willing, available and accessible participated in the study. The participants for this study were 58 civil servants working in the three senatorial (Central, North and South) zones in Anambra State, Nigeria. The age range of the participants were between 25 to 57 with mean age of 40.33 and standard deviation of 10.87, in which 20 (34.5%) were male and 38 (65.5%) were female, 22(37.9%) have B.Sc and above, 21 (36.2%) have HND, 5 (8.6%) have NCE, 5 (8.6%) have OND, and 5 (8.6%) have SSCE, 33 (56.9%) have worked for one to ten years, 17(29.3) have worked for eleven to nineteen years ,and 8 (13.8%) have worked for twenty to above years, 19(32.8%) were teachers, 12 (20.7%) were clerical staff, 8(13.8%) were administrative staff, 12(20.7%) were technical staff, 7(12.1%) were management staff, 27(46.6%) were married, 19(32.8%) were unmarried, 5(8.6%) were divorced, and 7(12.1%) were separated, 22(37.9%) were drawn from Anambra central, 14(24.1%) were drawn from Anambra South, and 22(37.9%) were drawn from Anambra north.

**Instruments:** Two instruments were used. They were Employee Performance Scale and Perception of Organizational Politics. **Employee Performance Scale by Pradhan and Jena (2017)** contained 23 items scale designed to measure how the employee perform their work. Scale has three subscales: Task performance which has 6 items, adaptability 7 items, and contexture performance 10 items. In this study, the researcher slightly adapted some items. For each of the statements, it is rated from 1=

Strongly Disagree, 2= Disagree, 3= Neutral, 4=Agree, 5= Strongly Agree. The scale has internal consistency on the total scale ( $\alpha = 0.80$ ) along with the three subscales Cronbach Alphas' ranging from TP = 0.86, AP = 0.91, and CP = 0.94. The researcher reported Cronbach Alpha of 0.79 for task performance, 0.77 for adaptability performance and 0.82 for contexture performance using 58 participants from the main study.

**Perception of Organizational Politics Scale by Kacmar and Carson (1997)** contained 15 items scale designed to assess perceived organizational politics. Scale has three subscales: General political behaviour which has 2 items, go get ahead 7 items, and employment politics 6 items. In this study, the researcher slightly adapted some items. For each of the statements, it is rated from 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4=Agree, 5= Strongly Agree. The scale has internal consistency on the total scale  $\alpha = 0.87$ , along with the three subscales Cronbach Alphas' ranging from general political behaviour= 0.91, go get ahead = 0.91, employment politics =0.84. The researcher reported Cronbach Alpha of 0.69 for task performance, 0.77 for adaptability performance and 0.67 for contexture performance using 58 participants from the main study.

**Procedure:** The researcher recruited three research assistants from the three senatorial zones in Anambra State and explained the study to them. Thereafter, he trained them on how to administer the instruments. On the whole, 58 questionnaires administered and properly answered, but before any of the participants filled the questionnaire they were asked to sign informed consent indicated that they agreed to participate in the study voluntarily. However, the participants were encouraged to respond to all the questions on the questionnaire. The following were the inclusion criteria for this study: (1) The person must be civil servants; (2) the civil servants must have identification number which he/she works for the Government; (4) the person must be willing to participate voluntarily in the study. The research assistants collected the instruments immediately each participant completely attended to all the items of the instruments. Ethically, confidentiality and anonymity were strictly assured. The data

collected were subjected to version 23 of Statistical Package for Social Sciences (SPSS).

**Design and Statistics:** This was a survey study that used mixed design (i.e. predictive design and cross-sectional design). The predictive design was used because the study evaluated the predictive role of senatorial zone politics on civil

servants' performance. Similarly, cross-sectional design was used because the study cut across various categories of civil servants in Anambra State. On the statistic, multivariate regression analysis was used to analyze the data collected. The choice of this statistic was that two predictive variables were tested on two criterion variables.

## RESULTS

### Descriptive and Zero Order Matrix Correlational Coefficient of Senatorial Zone Politics and Employee Task Performance

Variables	Mean	Std. Deviation	1	2	3	4
1. Task Performance	12.55	3.81	1.00			
2. General Political Behaviour	4.29	1.24	.97**	1.00		
3. Get Ahead	15.52	4.88	.98**	.99**	1.00	
4. Employment Politics	13.86	4.88	.99**	.96**	.99**	1.00

Results from the above table indicated that general political behaviour dimension of senatorial zone politics had significant relationship with employee task performance at  $r = 97^{**}$ ,  $p < .05$  ( $M = 4.29$ ; Std. Deviation = 1.24). "Go Get Ahead" dimension of senatorial zone politics had significant relationship with

employee task performance at  $r = 58 = 98^{**}$ ,  $p < .05$  ( $M = 15.52$ ; Std. D = 4.88). Employment politics dimension of senatorial zone politics had significant relationship with employee task performance at  $r = 58 = 99^{**}$ ,  $p < .05$  ( $M = 13.86$ ; Std. D = 4.88).

### Multiple Linear Regressions of Senatorial Zone Politics and Employee Task Performance

Model	R	R <sup>2</sup>	Adj. R <sup>2</sup>	St.d. E.E	F	df	$\beta$	T	Sig.
	.994 <sup>a</sup>	.988	.988	.42	2305.78	2			
General Political Beh.							.16	2.96	.005
Get Ahead							.84	15.92	.000
Employment Politics							.64	11.76	.000

From the above table, the overall variance of senatorial zone politics dimensions (General political behaviour, "get ahead", and employment politics accounted for 98.8% of the employee task performance at  $R = .994$ ,  $R^2 = .988$ , Adjusted  $R^2 = .988$ ,  $F(2, 55)$ ,  $p < .05$ . This showed that the overall model made significant contribution to employee task performance among civil servants in Anambra State. General

political behaviour dimension of senatorial zone politics predicted employee task performance at  $F(2, 55)$ ,  $\beta = .16$ ,  $t = 2.96$ ,  $p < .05$ . "Get ahead" dimension also predicted employee task performance at  $F(2, 55)$ ,  $\beta = .84$ ,  $t = 15.92$ ,  $p < .05$ . Further, employment politics dimension also predicted employee task performance at  $F(2, 55)$ ,  $\beta = .64$ ,  $t = 11.76$ ,  $p < .05$ .

### Descriptive and Zero Order Matrix Correlational Coefficient of Senatorial Zone Politics and Employee Adaptability Performance

Variables	Mean	Std. Deviation	1	2	3	4
1. Adaptability Performance	15.31	4.76	1.00			
2. General Political Behaviour	4.29	1.24	.95**	1.00		
3. Get Ahead	15.52	4.88	.98**	.99**	1.00	
4. Employment Politics	13.86	4.88	.99**	.96**	.99**	1.00

Results from the above table indicated that general political behaviour dimension of senatorial zone politics had significant relationship with employee adaptability performance at  $r = 58 = 95^{**}$ ,  $p < .05$  ( $M = 4.29$ ; Std. Deviation = 1.24). "Go get ahead" dimension of

senatorial zone politics had significant relationship with employee adaptability performance at  $r = 58 = 98^{**}$ ,  $p < .05$  ( $M = 15.52$ ; Std. Deviation = 4.88). Employment politics

dimension of senatorial zone politics had significant relationship with employee adaptability performance at  $r = .995^{**}$ ,  $p < .05$  ( $M = 13.86$ ; Std. Deviation = 4.88).

#### Multiple Linear Regressions of Senatorial Zone Politics and Employee Adaptability Performance

Model	R	R <sup>2</sup>	Adj. R <sup>2</sup>	St.d. E.E	F	df	$\beta$	T	Sig.
General Political Beh. Get Ahead	.995 <sup>a</sup>	.991	.990	.47	2926.65	2	.11	-2.26	.028
Employment Politics							1.10	23.32	.000
							1.08	12.05	.031

From the above table, the overall variance of senatorial zone politics dimensions (General political behaviour, "get ahead", and employment politics) accounted for 99.1% of the employees' adaptability performance at  $R = .995$ ,  $R^2 = .991$ , Adjusted  $R^2 = .990$ ,  $F(2, 55)$ ,  $p < .05$ . This showed that the overall model made significant contribution to employees' adaptability performance among civil servants in Anambra

State. General political behaviour dimension of senatorial zone politics negatively predicted employees' adaptability performance at  $F(2, 55)$ ,  $\beta = .11$ ,  $t = -2.26$ ,  $p < .05$ . "Get ahead" dimension also predicted employees' adaptability performance at  $F(2, 55)$ ,  $\beta = 1.10$ ,  $t = 23.32$ ,  $p < .05$ . Further, employment politics dimension also predicted employee adaptability performance at  $F(2, 55)$ ,  $\beta = 1.08$ ,  $t = 12.05$ ,  $p < .05$ .

#### Descriptive and Zero Order Matrix Correlational Coefficient of Senatorial Zone Politics and Employee Contextual Performance

Variables	Mean	Std. Deviation	1	2	3	4
1. Contextual Performance	22.29	5.69	1.00			
2. General Political Behaviour	4.29	1.24	.83**	1.00		
3. Get Ahead	15.52	4.88	.88**	.99**	1.00	
4. Employment Politics	13.86	4.88	.92**	.96**	.99**	1.00

Results from the above table indicated that general political behaviour dimension of senatorial zone politics had significant relationship with employees' contextual performance at  $r = .83^{**}$ ,  $p < .05$  ( $M = 4.29$ ; Std. Deviation = 1.24). "Go get" ahead dimension of senatorial zone politics had significant

relationship with employees' contextual performance at  $r = .88^{**}$ ,  $p < .05$  ( $M = 15.52$ ; Std. Deviation = 4.88). Employment politics dimension of senatorial zone politics had significant relationship with employees' contextual performance at  $r = .92^{**}$ ,  $p < .05$  ( $M = 13.86$ ; Std. D = 4.88).

#### Multiple Linear Regressions of Senatorial Zone Politics and Employee Contextual Performance

Model	R	R <sup>2</sup>	Adj. R <sup>2</sup>	St.d. E.E	F	df	$\beta$	T	Sig.
General Political Beh. Get Ahead	.943 <sup>a</sup>	.890	.886	1.92	222.57	2	-.74	-4.55	.000
Employment Politics							1.62	10.07	.000
							2.13	9.98	.023

From the above table, the overall variance of senatorial zone politics dimensions (General political behaviour, "get ahead", and employment politics) accounted for 89.0% of the employees' contextual performance at  $R = .943$ ,  $R^2 = .89$ , Adjusted  $R^2 = .886$ ,  $F(2, 55)$ ,  $p < .05$ . This showed that the overall model made significant contribution to employees' contextual performance among civil servants in Anambra State. General political behaviour dimension of

senatorial zone politics negatively predicted employees' task performance at  $F(2, 55)$ ,  $\beta = -.74$ ,  $t = -4.55$ ,  $p < .05$ . "Get ahead" dimension also predicted employees' contextual performance at  $F(2, 55)$ ,  $\beta = 1.62$ ,  $t = 10.07$ ,  $p < .05$ . Further, employment politics dimension also predicted employees' contextual performance at  $F(2, 55)$ ,  $\beta = 2.13$ ,  $t = 9.98$ ,  $p < .05$ .

## Summary of the Findings

### Correlation:

1. Senatorial zone politics correlated significantly with employee task performance among civil servants.
2. Senatorial zone politics correlated significantly with employee adaptability performance among civil servants.
3. Senatorial zone politics correlated significantly with employee contexture performance among civil servants.

### Prediction:

1. Senatorial zone politics significantly predicted employee task performance among civil servants.
2. Senatorial zone politics significantly predicted employee adaptability performance among civil servants.
3. General political behaviour negatively predicted employee adaptability performance.
4. "Get ahead" and employment politics positively predicted employee adaptability performance.
5. Senatorial zone politics significantly predicted employee contexture performance among civil servants.
6. General political behaviour negatively predicted employee contexture performance.
7. "Get ahead" and employment politics positively predicted employee contexture performance.

## DISCUSSION

This study investigated senatorial zone politics and its contribution to employee performance among civil servants in Anambra State. Hypothesis one which stated that senatorial politics will significantly predict employee task performance was accepted. This denotes that as senatorial zone politics increase employee task performance increases. This is not in line with the postulation of Albloush *et al.*, (2020) that employees' performance was weak or unsatisfactory because of negative side of politics. Though senatorial zone politics predicted employee task performance but it is a self-servicing behaviour threatening the interests

of others, and employees also fear that their interests may be subsumed by others.

Hypothesis two which stated that senatorial politics will significantly predict employees' adaptability performance was confirmed. This showed that increase in senatorial zone politics means increase in employee adaptability performance. This affirmed the study by Okeke and Mbah (2019) that observed that politics has a positive relationship on employee performance in civil service in Anambra State.

Hypothesis three which stated that senatorial politics will significantly predict employee contextual performance was confirmed. This in consonance with assertion of Dominic Degraft, Arthur and Opoku, (2018) that employee perceptions of organisational politics have a positively significant relationship with their commitment and performance. Goals motivate people to develop strategies that will enable them to perform at the required goal levels. Accomplishing the goal can lead to satisfaction, motivation and performance, or frustration and lower motivation if the goal is not accomplished (Locke & Latham, 1990).

### Implications of the Study

1. The findings of the study will be invaluable in human resources management in the Anambra State civil service.
2. It will also be very useful in managing workplace organizational behaviour such as organizational politics.

### Conclusion

This study observed that senatorial zone politics significantly predicted employee task performance among civil servants. While senatorial zone politics significantly predicted employee adaptability performance among civil servants partly. General political behaviour negatively predicted employee adaptability and contexture performance. "Get ahead" and employment politics positively predicted employee adaptability and contexture performance.

### Recommendations

1. Efforts need to be intensified to insure that Anambra State civil service is not



skewed towards senatorial zone politics. Should this happen, it will instil malice and machination in Anambra State civil service.

### Limitations of the Study

1. First, this study was carried out among civil servants and may not necessary be generalized to other organizations.
2. Finally, participants of this study were predominantly Igbo by tribe, which may limit the generalization of the finding to other tribes.

### Suggestions for Further Studies

1. There is need to replicate this study in other cultural backgrounds to see if the same findings might be obtained. This will increase the generalizability of the findings.

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#### APPENDIX 1 CONSENT FORM/AGREEMENT

I am above 18 years of age. I have read and understood that the information contained herein is for research purpose. I therefore voluntarily chose to participate and respond to these questionnaires. Tick in any of the boxes below.

Agree  Disagree

#### Perceptions of Organizational Politics Scale (POPS)

**Instructions:** You have been asked to rate the statement below. For each of the statements, fill in the circle that you agree or disagree: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4=Agree, 5= Strongly Agree.

S/N	Items	1	2	3	4	5
	<b>General Political Behaviour</b>					
1	People in Anambra state attempt to align themselves along senatorial politics.					
2	There has always been an influential senatorial zone in Anambra state that is domineering.					
	<b>Go Along to Get Ahead</b>					
3	Some senatorial in Anambra State speak out frankly even when they are critical of well-established ideas.					
4	The best interest of Anambra State should be pursued irrespective of senatorial zone.					
5	Go along senatorial zone is the best politics in Anambra State.					
6	It is best not to rock the boat in Anambra State because of senatorial zone politics.					
7	Sometimes it is easier to remain quiet than to fight the senatorial zone politics system.					
8	Telling others what they want to hear is sometimes better than talking against the senatorial zone.					
9	It is safer to get along with your senatorial zone than to go against it.					
	<b>Employment Politics</b>					
10	Employment in Anambra State is based on senatorial zone.					
11	Promotion in Anambra State is often influenced by senatorial zone politics.					
12	I have been a victim of senatorial zone politics in Anambra State.					
13	Organizational politics in Anambra State is influenced by senatorial zone politics.					
14	When it comes to pay raise decisions, senatorial zone politics is paramount.					
15	Promotions in Anambra State are determined by senatorial zone politics.					

**Researcher's modification of Kacmar, M.K. & Carson, D.S. (1997): Perception of Organizational Politics Scale.**

#### Employee Performance Scale

**Instructions:** You have been asked to rate the statement below. For each of the statements, fill in the circle that best describes the person you are rating: 1= Strongly Disagree , 2= Disagree , 3= Neutral , 4=Agree , 5= Strongly Agree.

S/N	TO WHAT EXTENT HAS YOUR SENATORIAL ZONE INFLUENCED YOUR PERFORMANCE ON THE ITEMS BELOW.	1	2	3	4	5
	<b>Task Performance</b>					
1	I use to maintain high standard of work without considering my senatorial zone.					

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- 2 I am capable of handling my assignments not minding who is my supervisor.  
 3 I am very passionate about my work.  
 4 I know I can handle multiple assignments for achieving organizational goals in any senatorial zone of Anambra State.  
 5 I use to complete my assignments on time without considering my senatorial zone.  
 6 My colleagues believe I am a high performer in my organization without senatorial zone perception.
- Adaptive Performance**
- 7 I can to perform well to mobilize collective intelligence for effective team work in any senatorial zone in Anambra State.  
 8 I could manage change in my job very well whenever the situation demands irrespective of any senatorial zone I found myself.  
 9 I can handle effectively my work team in the face of change in any senatorial zone in Anambra State.  
 10 I always believe that mutual understanding can lead to a viable solution in organization in any senatorial zone in Anambra State.  
 11 I use to lose my temper when faced with criticism from my team members in my senatorial zone.  
 12 I am very comfortable with job flexibility in the senatorial zone where I work.  
 13 I use to cope well with organizational changes from time to time in any senatorial zone.
- Contexture Performance**
- 14 I used to extend help to my co-workers when asked or needed in other senatorial zones in Anambra State.  
 15 I love to handle extra responsibilities in my senatorial zones.  
 16 I extend my sympathy and empathy to my co-workers when they are in trouble other senatorial zones in Anambra State.  
 17 I actively participate in group discussions and work meetings in any senatorial zones in Anambra State.  
 18 I use to praise my co-workers in other senatorial zones in Anambra State for their good work.  
 19 I derive lot of satisfaction nurturing others in organization without the senatorial zone the person comes from.  
 20 I use to share knowledge and ideas among my team members of irrespective of their senatorial zone.  
 21 I use to maintain good coordination among fellow workers in my senatorial zone in Anambra State.  
 22 In the senatorial where I work I use to guide new colleagues beyond my job purview.  
 23 I communicate effectively with my colleagues for problem solving and decision making not minding the senatorial zone the person is from.

**Researcher's adaptation of Pradhan, R.K., & Jena, L.K. (2017): Employee Performance Scale**