Organizational Politics and Employees' Performance in Private Sector Investment: A Comparative Study of Zenith Bank Plc and Alcon Plc. Nigeria

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Abstract
Objective of research focus to investigate the impact of organizational politics on employees' performance in the private sectors. Qualitative study was chosen using Zenith Bank Plc and Alcon Plc, Nigeria. The choice of methodology reflects explorative purpose of this research. The data were mainly primary, collected during face-to-face interviews with managers and subordinates of the two firms. Study adopts data categorization approach for the analysis of empirical findings to see the connection between theory and practice. Research found that bad political behavior affects negatively employees' performance and lowers organizational productivity; while good political behavior affects positively employees' performance and increases organizational productivity. Reflecting on the problems identified in this study, the authors recommend that every political maneuvering should be managed within reasonable bounds. Again, the authors hereby recommends seven approaches as follows; screen out exceedingly any political individuals during recruitment exercise; create an open-book management system to keep track of employee's behavior; periodic financial and accounting statements for all employees should not be politicized; establish formal conflict resolution and grievance processes; openly identify and reward staff who get real results without political games; disciplinary committee should be set up and defaulters should be apprehended to serve as a deterrent for others to follow; organization should adopt sensitive analysis approach to track and monitor any strange behavior of workers in the work environment. Reflecting on the outcome of this research, firstly, one of the problems encountered in carrying out this research was due to difficulty getting enough people to answer interview questions due to tight schedules of the participant; this has implications on the sample size and is considered as one of the study limitations. Based on this, the author recommends future researchers to consider large sample size when replicating study or use alternative research methodology to see if the same result will be replicated.
Key terms: Influence, Private sector, Organizational politics, Performance, Political behavior.

1.0 Introduction
Over the years, the concept of organizational politics has become a subject of study by many scholars and practitioners within the field of management, due to its nature of controversy. Sequel to this, interplay of politics is inevitable because of its applications in every part of organizational life. It is also common in most families, mostly used to achieve their individual goals. 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). One of the major problems identified in this study is 'bad political behavior' or maneuvering which affects negatively employee's performance due to conflict, hatred, rancor that emanates from unfriendly work environment. The implication is that it results to lower productivity in the work place if not managed well. Based on this, study is necessitated and research objective focus to investigate the impact of organizational politics on employee's performance in the private sector for selected firms using case studies of

Zenith Bank Plc and Alcon Plc, Nigeria. The scope of study is geographically limited to Owerri and Port-Harcourt, Nigeria metropolitan.

Based on study objective, research questions are formulated as follows;

- Does organizational politics affects employee's performance at work place?
- Does politics affects organizational productivity?
- Does organizational politics affects the position of superior and or subordinates?

Although, several studies have been identified in this area of research. For instance, previous researchers have focused on: "Organizational Politics and Productivity in the Public Sector" using single case study. Based on research objective stated before, the above gap in previous research is demarcated. Again, this research is conducted using qualitative approach different from previous research studies which conforms to categorization process identified by the works of Saunders et al (2007, pp 479). Again, this is another point of departure for this research as compared to previous studies. In addition, this research is significant because it involves empirical case study and its goal focus to provide the authors; the opportunity to make in-depth observation to be able to make generalization; ability to contribute own knowledge to existing research; provide solutions on how to overcome the short-comings arising from bad political behavior; and to see the clearer picture of true real-life situations in the business world in comparison to theory.

Recent study by Robbins, Judge and Sanghi (2008, pp 531) highlight that politics has a lot of potential consequences on work outcome and can affects organizational processes such as; decision making, promotion, rewards and among others either positively or negatively.

Concerning decision making process, studies of George and Jones (2005) have noted that good political behavior often result to positive effects on work outcomes and can help organization to achieve its goal. For example, good political behavior exist when different managers or groups brainstorm together to offer different solutions to a problem and use their position/power to promote these solutions positively; the ensuing debates over this course of action can help to improve the quality of organizational decision making. Apart from that, studies of Buchanan and Badham (2008) have pointed out that good political behavior plays good significant role in organizational life than is often recognized, or openly admitted. The authors believe that good political behavior pursues good initiatives in the organization that can foster changes to preserve the power bases as well as to influence individuals or groups to deliver corporate benefits.

Related to this, George and Jones (2005) further stress that bad political behavior on the other hand may not help organization in situations where some employees divert organizational resources for one's personal advantage at the expense of organizational goals. For example, a typical example applies in a case of Jacques Attali (managing director of European Bank) who took over as head of the bank, took advantage of his position to embezzle the company's resources. Attali spent over $1.5 million to change the marble in the bank's new London offices to suit his taste, and spent almost the same amount to hire private jets for his personal use. During his regime at the bank, the organization spent total of $310 million on itself twice the amount the company invested or lent to other countries in Eastern Europe and other countries. On the other hand, Schuler, Rehbein and Cramer (2000) argue that bad political behavior may thwart organizational decision making in situation where managers deliberately influence decision making to suit their individual interest by preventing formal discussion of any issue they do not support by not putting the issue on the agenda.

On the issue of promotion, George and Jones (2005) also argue that most employees may engage in political behavior to gain promotion or to influence organizational decision to their own favor. Related to this, another research conducted by (Zeiger, 2013) noted that employees who are more closer to the corridor of power, or deeply involved in playing the games of organizational politics performs more than others who are left out of the loop. Organizational politics may also influence the power holder (superiors) to determine whether the overall culture of the workplace encourages productivity. To encourage productivity, organization must develop good political culture easy for employees to understand, establish clear policies and rules in the work place to create good democratic work environment that encourages productivity and team work among employees as well as preventing conflict and rancor that can reduce productivity at work place.

To explore this research further, the remaining part of this paper is structured into four major parts and sub-sections. The first part discusses theoretical framework, the second part also highlight on research methodology. The third part present and discuss empirical findings, while the fourth part wraps out conclusion and recommendation on area for further studies.

2.0 Theoretical Framework

As mentioned before that there is no doubt that internal politics is a common practice at work place in every organization. The nature and boundary of such politics is argued differently by many researchers, practitioners and even respondents (interviewees) of both Zenith Bank Nigeria Plc and Alcon Nigeria Plc. Organizational politics involves intentional acts of influence to enhance or protect the self interest of individuals or groups (Kreitner & Kinicki 2013: pp 335). In other words, Schuler et al. (2000) point that organizational politics are those activities that managers engage in to increase their power and use it to influence decision making so that

organization pursues goals that favor their individual, functional, and divisional interests rather than organizational interest.

On the other hand, McShane and Von-Glinow (2000: pp 383) defined organizational politics as "attempt to influence others using discretionary behaviors to promote personal objectives". Political behavior are those "activities that are not required as part of one's formal role in the organization, but that which influences, or attempt to influence, the distribution of advantages and disadvantages within the organizations" (Robbins et al. 2008: pp 531). The researchers in their own intuitive knowledge defined organizational politics as manipulation of individual self interest to achieve personal goal at the expense of organizational goal.

Influence is defined as the ability to change behavior of a person or group (Kreitner & Kinicki, 2013: pp 335). The authors further stress that various influence tactics can change the behavior of a person or groups through the following; rational persuasion, inspirational appeals, consultation, ingratiation, personal appeals, exchange, pressure and legitimating tactics. According to the authors, rational persuasion occurs when an employee is trying to convince another person with reason, logic and or facts. Inspirational appeals means gaining support by appealing to others' emotions, ideals or values. Consultation is getting others to participate in planning, decision making and changes. Ingratiation involves getting someone in a good mood prior to making request; or the art of being friendly, helpful, and using praise, flattery or humor to making request. Also, personal appeals occur in situation when friendship and loyalty is referred when making a request. In other words, exchange involves trading favor in exchange for favor or another thing (Kreitner & Kinicki, 2013: pp 335; Ivencivich, Konopake & Matteson, 2005: pp 402). Among all the various generic influence tactics mentioned above, exchange tactics is best considered among others for the purpose of this study. The reason is that most employees, who pursued their personal agenda or interest, most times apply exchange tactics through lobbying inform of (cash or kind) in exchange for favor from their boss or superior in the work place without passing through due process. Such employees' always get protection from their boss or superior no matter how bad they behave at work place; any attempt of victimizing them will not prevail.

Apart from influence tactics mentioned above, studies of Schuler et al. (2000) have identified five different political tactics for increasing individual power (see figure 2.0 below) in the following: Tapping the source of functional and divisional power; recognizing who has power; controlling the agenda; bringing in an outside expert; and building coalitions and alliances. Concerning tapping the source of functional and divisional power, the authors stress that managers or employees can use this tactics to make themselves irreplaceable by developing specialized skills such as knowledge of computer or special relationship with key customers that allow them solve problems in the organization. Again, on recognizing who has the power, this strategy is usually applied by most top level managers who are conscious of rising above their position in the organization to identify with members of the board of directors, impress them and become loyal to them to get what they want.

The third factor on controlling the agenda is very common among those managers who devise means of becoming member of committee to influence decision making to suit their individual interest by preventing formal discussion of any issue they do not support by not putting the issue on the agenda (Schuler et al. 2000). Finally, manager or subordinate can also build coalition with other managers or subordinates to increase power or position for the purpose of influencing decision making process in their favor. Most often, this usually involves trade of favor in return of favor. For example, manager A agrees to support manager B on an issue of interest important to manager B, and in return manager B supports manager A on an issue of interest important to manager A.

On the other hand, Schuler et al (2000: pp 414) also add that organizational politics is also triggered due to scarcity of job. The author argues that, "the higher a manager rises in a hierarchy, the more difficult it is to continue to rise because fewer and fewer jobs are available at the upper levels". To compete for these scare jobs and to increase their chances of promotion and share of organizational resources, employees try to increase their power and influence through bad political behavior to achieve their individual, functional and divisional interest instead of organizational interest.

Related to this, Kinicki and Kreitner (2013: pp 324) argued that when selfish interests erode or defeat organizational interest, organizational politics is triggered and political coalitions are formed, false impressions are made, and people end up working at cross purpose, tug-of-war between individual and collective interest. Apart from that, political behavior is also triggered by uncertainty. Five common sources of uncertainty within an organization have been noted as factors that contribute to organizational politics as follows; unclear objectives; vague performance measures; ill-defined decision processes; strong individual or group competition, and any type of change. Similarly, results of a recent survey according to Business Week (2006) show that about 10,000 employees who do a better job get paid more; about 48% of the responding managers agreed, whereas only 31% of the non-managers agreed. Sequel to this, employee resort to political games in situation of uncertainties (that is, when they are unsure about what it takes to get ahead at work place) in the mist of their contemporaries.

Although, the level of political behavior varies from one person to another both in the organization, family or society. For instance, a good political behavior is found in a case of Nelson Mandela of South Africa who is a political activist and influencer during his reign as South African president in maintaining peace and equity that benefited his home country. Frankly speaking, Mandela distinguished himself from predecessors by not taking advantage of his position at the expense of his countrymen for good legacies left behind for future generations to follow. This proves to be true for all Nelson Mandela's fans. Another good political behavior in an organization is found in a case of Kodak, a global photo firm in the USA. The firm experienced declining performance due to selfish interest of its past managers for failure to restructure the company during fierce threat of global competition with its rival firm. As mentioned earlier by George and Jones (2005); Robbins et al. (2008) that good political behavior or tactic can help organization or individual to achieve its goal; while bad political tactics or behavior cannot help organization to achieve its goal, rather it instills fear, hatred, rancor among employees and breed unfriendly working environment which can low both employees performance and organization productivity at large.

On the short-comings arising from organizational politics, Miller, Rutherford and Kolodinsky (2008, pp 209) put it that organizational politics cannot be eliminated and that managers should expect such outcome. The authors suggested that political maneuvering should be managed to keep it constructive and within reasonable bounds. To keep organizational politics within reasonable bound, studies of Macgregor-Serven (2002: pp 184-99) had suggested six measures in the followings; screen out exceedingly any political individuals at hiring time; create an open-book management system; make sure every employee knows how the business works and has a personal line of sight to key results with corresponding measurable objectives for individual accountability; have non-financial people interpret periodic financial and accounting statements for all employees; establish formal conflict resolution and grievance processes; and, publicly recognize and reward people who get real results without political games.
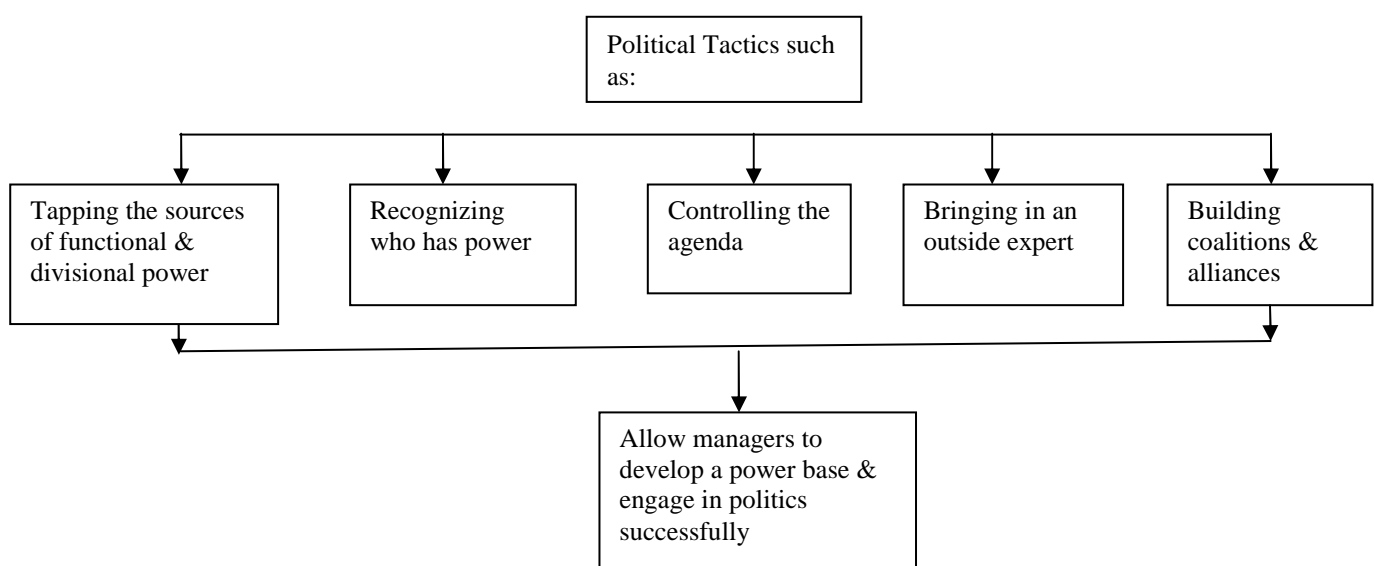

Figure 2.0: Diagram showing various tactics for increasing individual power in the organization (Source: adapted from the work of Pollock, Fischer and Wade, 2002: pp 1172-83).

3.0 Research Methodology

Saunders, Lewis and Thornhill (2007, pp. 602) defined research methodology as a theory of how research should be undertaken including the theoretical and philosophical assumptions upon which research is based and the implications of these for the method or methods adopted.

3.1 Research Design

The method adopted in the collection and analysis of data is provided in this section. As mentioned before, the focus of this research is to investigate impact of Organizational Politics on Employee's Performance in the Private Sector using Zenith Bank Plc and Alcon Plc Nigeria. In other to explore the subject under study, the authors adopted qualitative research methodology approach. Data for this study was presented and analysis through categorization process indentified by the works of Saunders et al, (2007). In addition, the company's representatives were interviewed face-face to get empirical data. Again, interviews were conducted among members of top management, middle management and lower management cadre. On the other hand, multiple firms with multiple locations in a particular country were chosen for the case study.

3.2. Case Study Selection

This section describes the process involved in the selection of the firm used as the case for this study. A case study is a "strategy and method of doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using single or multiple sources of evidence" (Robson, 2002, pp. 178). Bryman and Bell (2003, pp 32) argue that a case study entails the detailed exploration of a specific case, which could be a community, organization, or person. When an organization is selected as a case study, a research method(s) are needed to collect data upon an intensive examination. The reason for choice of two case studies is due to limited resources that constrained the researchers from moving from one location to another, and can only study limited cases. This provides the burden for the researchers to consider only case studies that are relevant for study objective to make generalization using Zenith Bank Plc and Alcon Plc, Nigeria.

3.2.1 Background of the case study (Zenith Bank Nigeria Plc).

The company was incorporated as Zenith International Bank Limited on 30 May, 1990 with headquarter in Lagos, Nigeria. As a private limited liability company, the Bank was licensed to carry on the business of banking in June 1990. The Bank's name was changed to Zenith Bank Plc on 20th May 2004 to reflect its status as a public limited liability company. The Bank's shares were listed on the Nigerian Stock Exchange (NSE) on 21st October 2004 following a highly successful Initial Public Offering (IPO). Nigerian institutions and individuals numbering over a million currently hold the shares of the bank. Again, the bank's main service delivery channels in Nigeria are its business offices which had risen to about 338 branches and over 125 cash offices as at 2012. These are located in prime business and commercial centres in all states of the Federation and the Federal Capital Territory (FCT), Abuja. Within the first decade of operation, the Bank made its mark in profitability and all other performance indices, and has maintained this prime position till date retrieved from: http://www.zenithbank.com/aboutus.cfm.

Over the years, the company's Corporate Social Responsibility (CSR) initiatives have been driven by a significant understanding of its socio-economic environment and a strong knowledge of the resource gaps and pressing needs of communities and people where it operates with focus on key need areas, including healthcare, education, ICT and youth empowerment, sports and public infrastructure development. Zenith Bank prides itself as one of the most decorated corporate organizations in Nigeria, in recognition of its robust CSR activities through numerous awards, accolades and laurels. They have received This Day Award for excellence as the "Most Socially Responsible Corporate Organization" in Nigeria; The African Banker (magazine) Award as the "Most Corporate Socially Responsible Bank in Africa"; University of Lagos Award as "a great supporter of educational development", among others sourced from: http://www.zenithbank.com/csr.cfm.

3.2.2 Background of Case Study (Alcon Nigeria Plc.)

The company commenced operation on the May 10, 1982 as MED Construction, incorporated. In March 30, 1984, due to the need to increase its scope and framework, it was renamed ALCON Nigeria Limited. The main office is located at, Port Harcourt, Nigeria. The Company has over 3,000 well trained workforce comprising both local and foreign nationals with a Nigerian Shareholding of just above 64%. Alcon has a total number of over 3,000 experienced workforces currently working on various disciplines and office as follows: mechanical-welding, logistics, civil, office, and electrical, retrieved from: http://alcon-nig.com/index.php/laboutusmenu/lhis.

ALCON is Engineering, Procurement, Installation and Commissioning (EPIC) contracting company and a highly esteemed organization with the capability of carrying out over 250,000 man-hours for Engineering and Technical services and in excess of 6,500,000 man-hours for Construction services in the Civil, Mechanical, Electrical and Instrumentation Fields. Also, the firm has about 30 years of experience with excellent performance and sound proved records of project executed and under execution. Apart from that, the firm is known for its capability to deliver on time highly complex projects to various clients, without compromising quality and with calculated budgets and time schedule. The quality and beauty of its works have attracted more potential clients both in the oil and gas, and power industries in Nigeria.

The company's operations are environmentally free, which implies that the company manages its operations effectively and efficiently with strong commitment in measuring and evaluating the amount of natural resources used in the day to day operation of its business. Again, the company is actively engage in Corporate Social Responsibility (CSR) where it operates. CSR of Alcon includes; community development projects (such as building of local community health care centres), sponsor of Nigerian law company "Green and Akinbiyi" to participate in her annual conference of International Bar Association in Boston, USA between October 6- 11, 2013; Scholarship grant to some undergraduates from its local community among others, sourced from this web; http://alcon-nig.com/index.php/corporate-social-responsibility/sponsorships .

3.3 Data Collection Method
Data were collected using primary and secondary sources to answer research questions and fulfill study objectives. The primary data were sourced by administering questions and interview sessions with employees and management of the company's representatives. Before the interview date, the participants received the questions via their emails to enable them prepare properly for the interview session to avoid bias in giving wrong answers. The participants answered the same question and the interview session lasted for about 40 minutes for each respondents.

Another interview session were re-scheduled another day to complete the expected number of interview series. After each interview session, the researchers replayed audio tape over and over to get detailed information and further questions arisen were followed up by telephone to close the gap. In other to measure the accuracy of the data collected, the authors compared the answers given by different respondents to see whether they have connection or answers research questions and satisfy study objective. A total number of 11 questions were sent out to the two firms, total number of 10 staffs of Zenith Bank Plc and 8 staffs of Alcon Plc were participated. Appendix 1 and 2 provides detail information of interview guidelines and questions. While the secondary data include sources from the company archives, publications in academic and professional journals, books, thesis among others.

3.3 Presentation of Data Analysis
Saunders, Lewis and Thornhill (2007, pp 479) put it that, qualitative data analysis involves the following activities; data categorization, 'unitizing' data, recognizing relationships and developing the categories and lastly developing and testing theories to reach conclusions. Data categorization refers to classification of data derived from theoretical framework or empirical sources into meaningful categories in order to create a fit or a well structured and analytical framework to pursue analysis. According to the authors, the choice of categories can be derived from research questions and objectives. 'Unitizing' data refers to attaching relevant 'bits' or 'chunks' of data to the appropriate categories developed.

Recognizing relationships and developing categories refers to designing suitable matrix and assigning data within its cell (Yin, 2003). The author also point that, there is need to identify or recognize key themes and patterns between categories. Developing and testing theories refers to testing of apparent relationship or connections between theories to make conclusion.

This study presents and analyzes data according to the process of categorization indentified by the work of Saunders et al. (2007). Data is organized into categories in the following step;
i. First, identify 'Key words' and 'Key terms' from the theories.
ii. 'Key words' or 'key terms' extracted from empirical source (interview).
iii. 'Key words' or 'key terms' extracted from the theories was related with empirical source.
iv. After information was extracted between theories and empirical source, an outcome was established.
v. Established outcome between theories and empirical source was analyzed in two categories such as: impact of politics on organizational productivity and impact of politics on employees' performance among others.
vi. Lastly, with the information analyzed above, a conclusion was drawn at a point where organized data from the empirical data (interview) converge or diverge with the theoretical frame work or literature review.

3.5 Ethical Issues in Data Analysis and Interpretation
This study takes ethical research practice into account. One of the ethical guidelines is through the design of the 'consent form' (appendix 2) to provide the participant with solid view of this research and the use of the data for the analysis. Given this condition, the participants were rest assured in the participation of the interview session without any bias and sentiment with promises of confidentiality and anonymity throughout the study. Sequel to this, the researchers maintained high level of anonymity during data collection process to protect the job and privacy of the participants' information by ensuring that the third party does not have access to the information stored in the audio tape.

3.5 Validity and Reliability
Validity and reliability are two important components to guarantee the quality of study. Validity refers to the extent to which data collection method accurately measures what they were intended to measure. Reliability also refers to the extent to which data collection technique yield consistent findings or result (Saunders et al, 2007, pp 609).

Firstly, the author maintained validity by countering threat of interviewer's error that may occur due to poor instrumentality of the device. The authors ensured that the audio tape was tested few days before the scheduled interview time to ascertain that the device was in perfect condition. Secondly, the researcher countered participant bias by designing interview schedule to suit participant time to avoid bias coming from their side especially when they are not comfortable for interview questions may be due to job stress. In view of this, the

researcher adapted to their individual's convenience time for the purpose of study. Given the above condition, result obtained was valid, reliable and trustworthy.

4.0 Findings and Discussions

As mentioned earlier, discussion of findings is categorized into the following subheadings; impact of organizational politics on employees performance; impact of politics on organizational productivity; impact of politics on position of superior; impact of organizational politics on position of subordinate and discussed in relation to theoretical framework along with case studies.

4.1 Zenith Bank Nigeria Plc

Impact of organizational politics on employee's performance: Study conducted by Robbins et al, (2008: pp 531) argues that politics has its potential consequences on work outcome of employees such as decision making, promotion, rewards and among others either positively or negatively. Buchanan and Badham (2008) also noted that good political behavior plays good significant role in organizational life than is often recognized, or openly admitted. That is, good political behavior pursues good initiatives in the organization, foster changes to preserve the power bases and influence of individuals and groups to deliver corporate benefits. George and Jones (2005) also argue that most employees engage in political behavior to gain promotion or to influence organizational decision to their own favor. Related to this, studies of Zeiger (2013) found that employees who are more closer to the corridor of power, or deeply involved in playing the games of organizational politics performs more than others who are left out of the loop.

In the case study of Zenith Bank Nigeria Plc, one of the company's respondent admit that in democratic work environment, good political behavior motivates employees to set up high work standard and inspire employees to make decisions to work together towards achieving individual's goals . The second, third, fourth, fifth, six and up to tenth respondent also repeated the same thing which support the views of the first respondent. Based on this, there is strong indication that information provided in the theoretical framework agree with the empirical findings (case of Zenith Bank Plc).

Impact of politics on organizational productivity: Studies of George and Jones (2005) have pointed that good political behavior can influence changes in the organization towards achieving its goal. For example, this is applicable when different managers or groups brainstorm together to offer different solutions to a problem and uses their power to promote these solutions positively; the ensuing debates over this course of action can help to improve the quality of organizational decision making due to positive interplay of political behavior. Apart from that Zeiger (2013) emphasizes that good political behavior can promote culture easy for employees to understand, establish clear policies and rules in the work place to create good democratic work environment that encourages productivity and team work among employees as well as preventing conflict and rancor that can reduce productivity at work place.

In the case study of Zenith Bank Nigeria Plc, one of the company's respondent also admit that organizational politics affects productivity of the company. The respondent opined that organizational productivity increases in situation where employees have equal and fair playing ground to accommodate everyone. The second and third respondent also add that unnecessary power play (between superior and subordinate) that hinders the progress of work is balance, everyone feels comfortable working with each other which increase team work and productivity. Based on this analysis, there is strong indication that information stipulated in the theory conforms to the case study, therefore there is no doubt that theory matches with the empirical findings.

Impact of organizational politics on position of superior and subordinate: Organizational politics involves intentional acts of influence to enhance self interest of individuals or groups rather than organizational interest (Kreitner & Kinicki 2013: pp 335; Schuler, Rehbein & Cramer 2000; McShane & Von-Glinow 2000: pp 383). Studies of Schuler et al. (2000) noted that some managers may use influence tactics to increase individual power to influence decision making to suit their individual interest rather than organizational interest. For example, controlling the agenda during organizational meetings by preventing formal discussion of any issue they do not support by not putting the issue on the agenda or due to possession of specialized skills which gives then edge over others in taking decisions in the organization.

In the case study, one the respondent agrees that bad political behavior in the work place can create rancor, hatred among staff members due to pursuit of individual selfish behavior at the expense organizational interest. Another respondent opined that interplay of power can cause different factions in the work place which may affect the position of the superior or subordinate and productivity if allowed to escalate. The third, fourth, respondent argue that in most cases, organization has a way of preventing power tussle to avoid escalation by reporting any strange act to relevant authority or disciplinary committee for immediate action. Similarly, fifth, sixth up to tenth respondent supported the views of the first respondent and maintain that bad political behavior causes factions which not only affects the position of both superior and subordinate in the work place but also organizational resources in situation of crises.

4.2 Alcon Nigeria Plc

Impact of organizational politics on employee's performance: Buchanan and Badham (2008) point that politics has positive impact in organizational life than is often recognized, or openly admitted. According to the authors, good political behavior pursues good initiatives in the organization, foster changes to preserve the power bases and influences individuals and groups to deliver corporate benefits. On the issue of promotion, George and Jones (2005) also argue that most employees may also engage in political behavior to gain promotion or to influence organizational decision to their own favor. Related to this, studies of Zeiger (2013) found that employees who are more closer to the corridor of power, or deeply involved in playing the games of organizational politics performs more than others who are left out of the loop.

In the case study of Alcon Nigeria Plc, the first respondent answer that organization politics does not affects employees' performance negatively; instead organizational politics is deeply embedded in the culture of the work place. The second, third and fourth respondent also maintain that, organization dissociate itself from any form of pressure coming from labor union or individual employees pursuing selfish interest of individual or group rather than organizational interest on the whole. Fifth respondent conclude that good political behavior promotes employees performance. The reason is attributed to the culture of the organization easy for employees to understand, promote hard work and good initiatives that foster both individual and organizational goals without any form of prejudice. Based on this, there is strong indication that information extracted from the theoretical framework agrees with that of the empirical findings (case study).

Impact of politics on organizational productivity: Schuler et al. (2000) point that managers and employees can use good political tactics to increase their power base by becoming relevant and domineering than other colleagues due to possession of specialized skills and competence in solving problems in the organization. According to Zeiger (2013) good political behavior can promote culture easy for employees and managers to understand, establish clear policies and rules in the work place to create good democratic work environment that encourages productivity and team work among employees as well as preventing conflict and rancor that can reduce productivity at work place.

Related to case study of Alcon, one of the respondent points that organizational politics affects productivity in positive way. The respondent stress that the company's culture plays significant impact in promoting collaborative team work, brainstorming, and series of meetings between managers and subordinates which promotes high productivity in the work place. Another respondent also maintain that organizational politics improves the morale of employees and largely affect total productivity of the firm positively in democratic work environment. The same respondent repeats that politics portrays a healthy culture of their organization. While, the third respondent maintain that since this 'virus' (organizational politics) has not being allowed to escalate, it is impossible for it to affect the company's productivity or success negatively. The fourth and fifth respondent did not made new comment rather supports the views of the second respondent. Based on this, there is strong indication that information provided in the theoretical framework agree with the empirical findings or case study.

Impact of organizational politics on position of superior and subordinate: Organizational politics involves intentional acts of influence or those activities that managers and/employees engage in, to increase their power or position, to influence decision making so that organization pursues goals that favor their individual, functional, and divisional interests rather than organizational interest (Kreitner & Kinicki 2013: pp 335; Schuler, Rehbein & Cramer, 2000; McShane & Von- Glinow, 2000: pp 383). Kinicki and Kreitner (2013: pp 324) argued that when selfish interests erode or defeat organizational interest, organizational politics is triggered and political coalitions are formed, false impressions are made, and people end up working at cross purpose, tug-of-war between individual and collective interest. Most often, this usually involves trade of favor in return for favor through exchange political tactics as pointed by (Schuler et al. 2000).

Related to the case study of Alcon Nigeria Plc, one of the respondents highlights that politics affects the position of the power holder (both superior and subordinate) in a positive way, although it does not affect productivity because it is always managed, controlled and is embedded in organizational culture. The second and third respondents argue that management intentional allows political behavior to prevail or exist because management used it for their own betterment and advantage to control, monitor and influence their employees' behavior. The fourth and fifth respondents agree with the second and third respondent, and further add that organization manage it well by creating room for discussions and brainstorming on pressing issues through meetings, symposium, conferences among others.

4.0 CONCLUSION, RECOMMENDATIONS AND LIMITATION
4.1 Conclusion

This section concludes the result and analysis of findings. As mentioned earlier that the objective of this study investigates impact of organizational politics on employees' performance using case studies of private firms (Zenith Bank Plc and Alcon Plc) to get empirical data for analysis. The major problem identified in this research is implications of bad political behavior or maneuvering on employees' performance. Due to problem statement

identified, research objective is formulated and research questions were asked in the following; does organizational politics affects employees' performance at work place? Again, does politics affects organizational productivity? Does organizational politics affects the position of superior and or subordinate?

On the issue of organizational politics and employees' performance in the case of Zenith Bank Plc, study found that good political behavior in democratic work environment encourages good performance through collaborative team work and brainstorming of employees which leads to high productivity. On the other hand, study also found that bad political behavior hinders employees' individual and collaborate effort due to unfriendly or unconducive working environment full of conflict, hatred, and rancor among employees. In the case study of Alcon Plc, study also found that good political behavior promotes employees performance. On the other hand, study also noted that bad political behavior does not affect negatively employee's performance. This information is contrary to the case of Zenith Bank Plc. Again, study also found that the culture of the Alcon Plc has a system of managing and controlling bad political behavior that will result to conflict. The culture of the organization allows politics to prevail in every sector but management use it for their own betterment and advantage to increase productivity.

Again, on the issues of organizational politics and productivity in the case study of Zenith Bank Plc, and Alcon Plc study also found that good political behavior has positive impact on organizational productivity due to equal and fair playing ground to accommodate everyone (both employees and subordinate). This is due to the fact that the unnecessary power tussle or play that hinders the progress of work is balanced in the work place. On the other hand, bad political behavior affect negatively on employee's performance in the case of Zenith Bank due to unbalance work environment that causes favoritism, rancor and hatred. This is contrary to the case of Alcon Plc, the reason is that the culture of the organization allow politics to prevail to certain extent but does not allow is to escalate negatively.

Concerning the impact of organizational politics on position of superior and subordinate in the case study of Zenith Bank Plc, findings show that interplay of power and politics create different factions in the work place which also affect the position of both superior/ subordinate and productivity negatively if allowed to escalate. In the case study of Alcon Plc, this situation is different because the culture of the management controls excesses of this anomalous behavior. As mentioned before, management curtails it and always use it for own betterment or advantage.

Based on the above findings, study concludes that good political behavior affects positively employees' performance, productivity and position of superior/subordinate in both Zenith Bank and Alcon Plc. On the other hand, bad political behavior also affects negatively employees' performance, organizational productivity and position of superior/subordinate of Zenith Bank but have insignificant effect on productivity and position of superiors/subordinates of Alcon Plc due to its culture. In conclusion, the result of findings can be generalized because it takes into consideration multiple case studies of private sector (banking industry and engineering industry). This is supported by the views of Ghauri and Gronhaug (2005, pp 120); Saunders, Lewis and Thornhill (2007, pp 140) which says that multiple cases are appropriate when a particular case is critical especially when testing an established theory, or offer an opportunity to observe and analyze a phenomenon that few people have considered before.

4.2 Recommendations

Reflecting on the outcome of the conclusion, the authors have the following recommendations. Firstly, one of the theoretical problems identified in this research is (Organizational politics) and these problems have been empirically analyzed using case studies. Based on the problems identified, the authors recommend that good political behavior should be encouraged since it affects positively employees' performance, productivity among others.

Secondly, the practical relevance of study is to create new insight into existing research. On practical level, this research can be helpful to both future practitioners and professional teachers within this field of study to understand the short-comings arising from organizational politics and lessons to be learned in such situations. On the short-comings arising from organizational politics, bad political maneuvering should be managed well within reasonable bounds. To deal with this situation, the author recommends seven approaches in the following; screen out exceedingly every political individuals during recruitment period; create an open-book management system; make sure every employee knows how the business works and has a personal line of sight to key results with corresponding measurable objectives for individual accountability; periodic financial and accounting statements for all employees should not be politicized; establish formal conflict resolution and grievance processes; publicly recognize and reward people who get real results without political games; disciplinary committee should be set up and defaulters should be apprehended to serve as a deterrent for others to follow; organization should adopt sensitive analysis approach to track and monitor any strange behavior of workers in the work environment.

4.3 Study Limitations

Firstly, the researchers have limited resources available to procure recent scientific articles, assistance to collect and analyze data and financial incentive for more companies to participate in this research. The financial constrains have implications on the quality of data or result obtained in this study. Secondly, the researcher also experienced poor communication network during phone follow up process which serves as an opportunity to get more clarification in certain areas of interview questions that require urgent attention. This has implication also on the aspect of data analysis. Thirdly, due to high cost of transportation involved in moving from one location to another in Nigeria, selected firms were considered because of financial constraint, this study is limited only to Owerri and Port Harcourt with multiple location in a particular country in collection of primary data.

Finally, the author recommends future researchers to use alternative research methodology to see if the same result will be replicated. Finally, professional teachers or other academicians in this field of study should explore this study further based on study limitation either using same or different industry, (that is banking industry or Engineering industry) to be able to contribute to existing research.

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APPENDIX 1 INTERVIEW GUIDELINES

Federal University of Technology
PMB 1526 Owerri,
Imo State, Nigeria
March 22, 2014

TO WHOM IT MAY CONCERN

Dear Respondents,

 I am a young researcher and academician, currently doing research titled on "**Organization Politics and Employee's performance in the private sector".** Please I have administered interview questions to you for your kind consideration, the questionnaires are only meant for the purpose of this study only (please see attached questions below). Sequel to this, I will not in any way jeopardize with your private information and promise to treat this with high level of confidentiality.

Thanks for your maximum cooperation. Thanks in anticipation.

Yours faithfully,

Kelechi Ugwu (P^{h}D Candidate, Nnamdi Azikiwe University Awka)

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APPENDIZ 2: INTERVIEW QUESTIONS

INTERVIEW QUESTIONS DESIGNED FOR ZENITH BANK NIG. PLC

Q.1. what are the objectives of Zenith Bank PLC?

Q.2. To what extent do you observe organizational politics in your firm

Q3. Does organizational politics affect the productivity or success of your company, yes or no?

Q.4. If yes, to what extent does politics affects the productivity of either (superior or subordinate) in your firm?

Q.5. How does politics affects the position of (superior or subordinate) in your firm?

Q.6 Does politics creates conflict, rancor that affect productivity in your firm, yes or no?

Q.7. How do politics creates conflict s, rancor that affects Zenith Bank PLC, yes or no?

Q.8. Describe the level of organizational politics that occur in your firm?

Q.9. how do you manage or deal with organizational politics or bad political behavior in your firm?

Q. 10. Does good political behavior contributes to organizational productivity, yes or no?

Q.11. If yes, how does good political behavior help in organization productivity?

APPENDIX 2: CONSENT FORM

Federal University of Technology
PMB 1526 Owerri,
Imo State, Nigeria
March 22, 2014

TO WHOM IT MAY CONCERN

Dear Respondents,

 I am a young researcher and academician, currently doing research titled on "**Organization Politics and Employee's performance in the private sector".** Please I have administered interview questions to you for your kind consideration, the questionnaires are only meant for the purpose of this study only (please see attached questions below). Sequel to this, I will not in any way jeopardize with your private information and promise to treat this with high level of confidentiality.

Thanks for your maximum cooperation. Thanks in anticipation.

Yours faithfully,

Kelechi Ugwu (P^{h}D Candidate, Nnamdi Azikiwe University Awka)

08132897791

INTERVIEW QUESTIONS DESIGNED FOR ALCON NIG. PLC

Q.1. what are the objectives of ALCON NIG. PLC?

Q.2. To what extent do you observe organizational politics in your firm

Q3. Does organizational politics affect the productivity or success of your company, yes or no?

Q.4. If yes, to what extent does politics affects the productivity of either (superior or subordinate) in your firm?

Q.5. How does politics affects the position of (superior or subordinate) in your firm?

Q.6 Does politics creates conflict, rancor that affect productivity in your firm, yes or no?

Q.7. How do politics creates conflict s, rancor that affects AlCON NIG. PLC, yes or no?

Q.8. Describe the level of organizational politics that occur in your firm?

Q.9. how do you manage or deal with organizational politics or bad political behavior in your firm?

Q. 10. Does good political behavior contributes to organizational productivity, yes or no?

Q.11. If yes, how does good political behavior help in organization productivity?

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