Organisational Politics and Consequences: A Case study of Federal Inland Revenue Service offices in Borno and Yobe State of Nigeria

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Abstract
An unfriendly and unfair working environment is a citadel for psychological withdrawal behaviour by employees in anorganisation. Employees' and organisational performance can be impaired by a hostile working climate. Working climate strongly influences the effectiveness of the entire system in an organisation. A favourable working environment is a key to performance enhancement both at the individual and corporate levels. This study is on factors that trigger organizational politics. Thestudy also determines how politics in place of work influences employees' behavioural withdrawal as consequence. The study collected data through the administration of structured questionnaires from a sample of 77 Federal Inland Revenue Services employees in Borno and Yobe state, Nigeria; SPSS version 25 and SEM AMOS were used to test the study's hypotheses. The results from the study indicated that organisations with a diversified Manpower and frequent relationship conflicts among employees have a high possibility of organizational politics occurrence. The study found a relationship between theincrease in behavioural withdrawal among employees and workplace politics. The study recommended that managers and captains in the organization identify and manage political tactics to avoid withdrawal behaviour.

I.   Introduction

One of the key success factors in any organisation is the human capital, the ability of an organisation to maintain a capacitated manpower is a determinant of its success(Opoku et al., 2020). The sustainability the of best manpower combination is usually challenged by an unhealthy workplace climate. The working atmosphere is mostly bedevilled by office politics(Gaji et al., 2021). What triggers politics in any organisation are the forces in its surroundings among these forces the most prominent include diversity in the workforce, relationship conflict, a power struggle among employees as well as organisational structure(Mishra et al., 2020). It is clear to many scholars that politics in organisations results in low employee productivity, high work stress, and low affirmative and continuance commitment.

Political happenings and organisations or society are undeniable facts that interact with one another on daily basis. Politics influences almost all activities in all institutions both public and private. An organisation achieves greatness when its human capital is attached to the work environment mentally and physically but unfortunately,favouritism has taken over critical management processes ranging from Human capital management and allocation of non-human resources(Kew, 2021). Organisational politics (OP) is an

action/behaviour by individuals working in an organisation that aims at promoting self-interest by manipulating policies and others in the organisation(Lawong et al., 2018).

The cases of favouritism in the public sector are a known fact that cannot be denied by many in the public service. Studies have revealed that politics has penetrated key human capital management issues which range from recruitment, placement, promotion and discipline of staff in the same vein unconducive work environments, scarce resources and poor conditions of service are among other issues that trigger politics (Ishaq, 2013). The Federal Inland Revenue Service (FI RS)as a revenue collection agency of the government in Nigeria is among the many public institutions in Nigeria that were accused of scandalous recruitment, placement, promotion and discipline of staff (Idriss, 2018).Politics in organisations has increased job anxiety, low commitment, poor productivity and high turnover/ intention to quit. Politics has several forerunners among include employee diversity, organisation structure, the span of control, power struggle, and conflict but for parsimoniousness, the study has focused on the centralisation of organisation structure,Manpower diversity, employeerelationship conflict and employees' struggle for power. These forerunners were tested as antecedents of OP while employee withdrawal behaviouris the dependent variable of the study.

Specific triggers to politics in organisations of attention to this study are manpower diversity, Centralisation of decision-making power and resources allocation, employee relationship conflict, and employee struggle for power and consequence of the focus of this research paper is withdrawal behaviour which will be measured through the lenses of job anxiety and low organisational commitment. Employee diversity usually gives raise to politics within the workplace individuals usually form company cliques on the bases of resemblances in ethnicity, race, religion, and professional background(Mishra et al., 2016). These cliques formed based on their resemblances often promote their interest more than the organization's goal. Conflicts among workers within an organisation mostly create to lack of cohesion among employees /Managers resulting in an unfavourable work environment(Darr & Johns, 2004). The natural power struggle among individuals is an unavoidable fact, seeking a position of influence is a common phenomenon among employees and such results in influence actions/behaviour which make other co-workers feel like politicking.

Withdrawal behaviour is a silent outcome of organisational politics(Gaji et al., 2021). Employees who perceive politics in their place of work detach either physically or mentally from the workplace. Public sector employees usually withdraw psychologically from their place of work when they perceive politics than leaving the organisation since getting a new job is hard to find in a country like Nigeria.

Despite numerous studies on politics in organisational work environments the research area is among the least tested especially among public institutionsmost of the available studies are inclined to western culture and the concept of withdrawal behaviour is among the less tested area (Mishra et a,. 2016). There are also few studies conducted in the Federal Inland Revenue Service(FIRS) the heterogeneity of FIRS as a public institution is suitable for this study because the manpower in this organisation cut across all regions and socio ethnics.

1.2 Research questions
This study was conducted to answer the following question
1. Does relationship exist between manpower diversity and politics in workplace?
2. Does relationship exist between employees' relationship conflict and politics in the workplace?
3. Does a relationship exist between employees struggle for power and politics in the workplace?
4. Does relationship exist between centralisation of organisation structure and politics in workplace?
5. Does employees organisation politics results in workers withdrawal behaviour?

1.3 Aims and Objectives of the Study
The overall objective of this study is to examine the antecedents of organisational politics (OP) and its consequence The specific objectives are as follows:
 i. To examine the relationship between manpower diversity and organisational politics.
 ii. To identify the influence of employees relationship conflict on organisational politics.
iii. To ascertain the relationship between employees struggle for power and organisational politics.
iv. To determine effect of centralisation of organisation structure on organisational politics.
 v. To assess the influence of organisational politics on employees withdrawal behaviour.

This study was conducted on the assumption that negative organisational politics will have a detrimental effect on employee performance.
The study was carried out in FIRS with specific attention on employees in North-East Nigeria with a restricted focus on two (2) states. The states of interest to the study are Borno and Yobe states.

II. Literature Review

Introduction

Organisational politics is a pervasive and inescapable part of an organisation's social fabric (Ahmed & Patrick, 2020; Lawong et al., 2018). In the same vein, Ahmed (2018) states that organisational politics is not a new phenomenon due to cultural differences- it may be in different shapes, but it is existing in every organisation. One of the most important and descriptive terms related to the behaviours of the employees that are used within organisations is politics (Ullah et al., 2019). Politics can be described as the interpersonal behaviour(s) enacted in order to increase one's interest at the expense of others' (Cheng et al., 2020; Yin et al., 2017).In simple terms, it is such behaviour within the organisation that is not required by job or organisation but rather exercised in an attempt to take advantage certain conditions (Ezeh et al., 2020). Moreover, this definition is broad enough to include varied political behaviours such as withholding key information from decision-makers, joining a coalition, whistle-blowing, spreading rumours, leaking confidential information to the media, exchanging favours with others in the organisation for mutual benefits, and lobbying on behalf of or against a specific individual or decision alternative. Politicking in work environments springs up as a result of resources constraints, insufficient resources such as power, promotion, resources limitation, information, equity, and lack of goal clarity(Stefano et al., 2019). Similarly, in reality politics takes place due to limited organisational resources as all employees will attempt to perform better and want to be rewarded to fulfil personal interest, competition over scarce resourcesresults in politics in order to take undue advantages over others. In the same vein, it is also postulated that political behaviours can be perceived as politics and it depends on the perception of a person. Unfair treatment of the employees leads to their dissatisfaction thereby affecting the quality of service delivery in organisations (Ajijala & Seun, 2019). In addition, the rationale behind political behaviours used by employees in an organisation are some individual factors as individuals in organisations may be high self-monitors, personality trait, locus of control or may have job alternatives. Such individuals are found to be indulged in politics (Opoku et al., 2020). As for organisational factors that cause political behaviours, this includes role ambiguity, limited resources, high performance pressure or self-serving senior managers which stimulate the process of politicking within the organisation (Charoensukmongkol, 2020).

2.2 Triggers to Organisational Politics

Politics in workplace has many triggers among which includes scarcity of resources, role conflict, job demand, employee's relationship conflict, manpower diversity, power struggle among workers, organisation structure (Centralisation and decentralisation). For purpose of this study the triggers of interest are manpower diversity, employees' relationship conflict, centralisation and power struggle.

Diversity in manpower of an organisation refers to a workforce consisting of a broad mix of workers from different racial, ethnic, professions and Religion background of different ages and genders, and of different domestic and national cultures(Eugene et al., 2011).Organizations are becoming more heterogeneous mix of people in terms of gender, age, ethnicity, profession and sexual orientation. There are many ways to define diversity but focus is on various dimensions, such as gender, age, ethnicity, nationality, profession and cultural orientation.

Keeping individual employees is one of the superior and complex problem in any sector however the term diversity at a time is one of the growing and expansion phenomena in any firms(Mishra et al., 2016). Employees as the human resource play important role in any organization or institution, particularly managing diverse work force is the most important task (Piccoli et al., 2019), he believes diversified work force brings positivity and much alternative decision choices for better goal attainment. Contrary to many believe which state that there is strength in diversity, diversity has increase politics in many organisations (Abdallah et al., 2018; Gaji et al., 2021; Mishra et al., 2016).

Conflict is a natural phenomenon among human being and therefore unavoidable in organization life. In managing organizations, managers must appreciate and recognize the value of conflict as it relates to the performance of organizations(Wangui, 2014). Conflict at both individual and organisational levels can have the negative and the positive aspects(Shahani et al., 2019). Similarly, conflict could cause losses in productivity because groups or workers would not corporate in getting work finished on time as they would not share important information, too much conflict distract managers from their work and reduce their concentration on the job and that conflict can affect the morale of the workers. Long stretched conflict could cause stress, frustration, and anxiety, which are detrimental to workers well-being (Bernard & Umar, 2014). Employees relationship conflict has influence politics in work environment (Akuffo & Kivipõld, 2021; Mansour & Mohanna, 2017).

Organizational structure is the way of demonstrating responsibility and power allocation in line with the work procedures among organizational members(Lambert et al., 2006). A formalized and centralized structure should develop a high level of organizational politics among employees (Taghizadeh et al., 2012)**.** Centralization therefore means concentration of authority at the top level of the administrative system where the

features of a centralized system of administration, entails the lower levels (called field offices) cannot act out of their own initiative. They have to refer most of their problems to the higher level (called headquarters) for decision making. They act only as implementing units(Marume & Jubenkanda, 2016). However in a non-centralized system of administration, the field offices can act out of their own initiative in specified matters.

Centralization equally refers to power and the location, division, and amount of decision-making throughout an organization. As Lambert, Eric,Poaline III, and Hogan, (2006) argued, there are two levels of centralization: The first is the degree of input that is permitted among employees in shaping and guiding the future of the organization which is frequently referred to in the literature as the degree of input into decision-making and the second is the degree that an employee has control and input over the tasks and order of his/her job referred to as the degree of job autonomy(Marume & Jubenkanda, 2016). High levels of both represent a decentralized organization, while low levels of both represent a highly centralized organization.

Centralization, by concentrating power and control, increases thelikelihood that individuals with little legitimate power will use otherinfluence strategies and also perceive other decisions to be motivated by self-interests. Additionally, if an organization is highly centralized, then employeesat lower levels may have less control over decision outcomes and might,therefore, perceive more decisions to be politically motivated (Taghizadeh et al., 2012)

Power and politics are inevitable part of human nature though they are among the least understood behavioural tendencies(Ferris,Gerald R and Kacmar, 1992). Organizational power politics invades all actions within an organization. Power is one person's ability to permeate change on another person's way of life and actions. Using power is a valuable means to influencing and achieving intended desires and future action in others. Power is instrumental. It is a means to achieve goals other than the attainment of power itself. Power may also be expressed as one person is dependent on another (Alapo, 2018).

Politics and power denote never- ending struggles that muddle groups and engross them from pursuing and achieving their aims(Gaji et al., 2021). They are nevertheless facts of life. People will fall back on the power that they have to achieve what they want(Landells & Albrecht, 2019). They do this by trying to have their way: by using available means or abilities to make others behave or act in a way they desire(Drory & Vigoda-gadot, 2010). This striving, effort or tendency on people's part to have their way when pursuing their objectives is a common attitude. It reflects the power drive in human nature(Selcuk, 2018). The important thing is not whether this tendency is expressed overtly or covertly. The process whereby people interact by competing to have their way when dealing with others or resolving common problems is what is involved in politics. From power in motion then, we derive politics, which is to say that politics involves the use of power (Alapo, 2018).

Power in an organisation can be formal or informal(Nwaeke, 2012). Formal power is positional in nature such power is acquired by individuals because of their position in the organisational structures. Formal power can be either Legitimate Power, Reward Power or Coercive Power. Legitimate power is structured in terms of positions comprising the hierarchies of organizations. In other words, power in organization is organized into offices and status. These offices and status are structured hierarchically and serve as the system of extracting compliance or obedience and respect for established structures. Reward power is the power to grant or withhold tangible rewards such as pay increases, bonuses and favoured assignments and intangible rewards such as praise and respect. Coercive power is the ability to punish ranging from expressing verbal reprimands, salary cuts, suspension or dismissals(Omisore & Nweke, 2014). On the other part, Informal Power can be either Expert Power, Referent Power or Access Power. Informal power involves forms of power functioning outside established formal rules as well as authority structures. It is also based on individual roles and attributes(Park et al., 2019). The expert power is derived from the special knowledge, skills and expertise possessed by someone.

It is said that those who control what we need have power over us. Managers and specialists, by virtue of the special or technical knowledge they possess, relative to group tasks, command a lot of respect from their subordinates and others. Referent Power is a sort of personal power wielded by someone whose exceptionality strong personality and character commands respect, likeness or reverence. Someone whom subordinates see as a role model and who commands loyalty and following. Access Power is a state where employees enjoy recognition and respect because they have access to those who wield power in an organization. These are the people to "see" in order to be able to "see" the boss or any of the influential person. Personal assistants to managing directors; for instance, enjoy a bit of discretion in deciding who gets to meet with their bosses and who does not, Close friends or confidants of managers sometimes play the role of go-between for those seeking the attention of or favours from them. Employees who have problems sometimes solicit the help of such close friends or confidants in reaching managers who are in a position to do something about such problems. In some organizations, knowing "someone" who knows "someone" can make a difference in who gets what. This study concerns with the informal power especially Employees struggle for power and how it relates to OP.

Therefore, organizational politics is an elusive type of power relationship in the workplace. It represents a unique domain of interpersonal relations, characterized by the direct or indirect (active or passive) engagement of people in influence tactics and power struggles. These activities are frequently aimed at securing

or maximizing personal interests or, alternatively, avoiding negative outcomes within the organization (Vigoda-Gadot & Talmud, 2010).

Thus, to give a definition to power in an organisation, Omisore and Nweke (2014) see it as the ability of a person to influence another. The extent of this power is, however, determined, to a large extent, by the perception of the term power by the person at whom the power is directed. It may be more important what a person thinks a superior officer's power is than what in reality it is. Managers may take advantage of this phenomenon by pretending they have more power than they actually have, that is, by bluffing. If a manger's bluffing succeeds, the effect is exactly the same as if the one bluffing actually possessed the formal power. Thus, power is a delicate phenomenon. This is because of the influence of subjective factors, including ethical and moral considerations (Omisore & Nweke, 2014).

Organizations are made up of both human and material resources. It is the human resource of an organization that transform or convert the material resources of the organization into finished or consumable products(Ong et al., 2022). In trying to transform/convert the material resource of the organization, choices have to be made. Choices as to the type or kind of product to be produced, different materials to be used in order to have the desired product, the type of machinery to be adopted for production efficiency and the financial resources to be involved and its sources. In any of these decisions, choices have to be made (Mishra et al., 2016).

These decisions or choices involve some kind of politics while the person making the choices or decisions uses some power to ensure that his/her choices or decisions are accepted. Thus, the influence of power and politics in organizations presents a political analysis of intra organizational relations in which power play and politics is normal. In any organization, we look up to people/human resource for support. This accounts for the inevitability of organizational politics and power play. An understanding of organizational politics requires an analysis of power, coalitions and bargaining. The power relationship is the contest for political action and encompasses the most basic issues underlying organizational politics. In fact, survival in an organization is a political act (Omisore & Nweke, 2014).

Public sector employees, much more than private sector employees, view their work environment as political in nature, and thus unfair and unjust (Vigoda-gadot & Kapun, 2005).

Organisational politics may cause an individual to detach either physically or mentally from the workplace. Therefore, whilst people may be present at the place of work, their mind could be elsewhere and may lack concentration. Studies that focus on the notion that organisational politics refers to the strategic behaviour that promotes self-interest, offer a negative image of workplace politics, and thus individuals continue to enforce their negative perspective of organisational politics (Cacciattolo, 2015).

Every political game has a consequence and such consequences include poor performance, job anxiety, organisational commitment, and withdrawal Behaviour. This study focus employee's withdrawal behaviour.

2.3Employees withdrawal Behaviour

employee withdrawal behaviour is the condition where an employee is physically present at the workplace but mentally absent (disengagement) (Mishra et al., 2016). Withdrawal behaviour by employees involves lack commitment to assigned responsibility and physical absences(Netra, 2020). When worker in an organisation perceive unfairness in operations of their organisation they tend to withdraw either physically or psychologically (Gaji et al., 2021). In Nigeria unemployment is high and getting jobs are always not easy because the cost of leaving an organization is very high and employees are not ready to bear this cost(Nwizia Tordumbari Julius & Alagah, 2017). Thus, on perceiving their organization to be political, public sector employees opt to withdraw psychologically, rather than actually leave the organization (Vigoda, 2002). This study looked at psychological withdrawal in terms of job anxiety and organisational commitment.

2.3.1 Work Anxiety

Anxiety in the workplace may appear in different qualities: workplace-related posttraumatic stress or adjustment disorder, workplace-related situational fears, workplace related panic reactions, workplace-related specific and unspecific social phobia and workplace-related generalized anxiety(Khushk et al., 2021). Most people in our society perceive their workplaceas a domain of life which affects a great part of their all day lives, their feelings and thoughts – with regards to the duration of time, content and in social respect(Rasheed, 2019). To have a workplace is seen as important for assuring existence and also self-confidence (Muschalla, 2017).

Thus events at the workplace or experiences concerning the workplace regularly have effects on the mental state of a person(Salah et al., 2021). Mental disorders in connection with the workplace get more and more importance in our so-called modern societies. This is especially to be seen in the context of chronic mental disorders in psychosomatic rehabilitation, namely when long durations of sick leave are occurring. Often there are severe social-medical consequences concerning (un)fitness for work and (un)employability (Muschalla, 2017).

Psychological conditions that are stress–strain related and have a potential impact on the individual's behaviour not limited to the immediate work sphere (that is, in family life or other social contacts). Such reactions may reach beyond the work environment and include anxiety. For example, anxiety was defined as a psychological strain that involves feelings of tension, nervousness, worry and apprehension. Perception of the organization as an unfair or non-reciprocating environment where people do not receive honest returns and benefits for their admirable personal investments and efforts are translated into an emotional state of stress and burnout (Vigoda, 2002).

OP is a work environmental stressor, which results in the most prominent psychological strain that is job anxiety. The majority of OP scholars have studied OP's relationship with stress .The most negative effects of OP would be on employees who do not enjoy a broad safety network of social support, mutual trust with co-workers and a general foundation of solid social capital. (Vigoda-Gadot, Eran &Talmud, 2010).

2.3.2 Employee Commitment

Employee's psychological and physical attachment towards their organisation forms what is called commitment and this is the inner force that guides a course of action towards one or more targets(Riaz et al., 2021). The concept of commitment has three layers that is affective, continuance, and normative commitment. Affective commitment is explained as an emotional attachment to the organization. Continuance commitment is the perceived costs associated with leaving the organization. While normative commitment refers to the perceived obligation to remain in the organization (Chelliah, 2015).

Chelliah (2015) further added that affective commitment is an individuals' personal emotional connection with the organization and how employees feel personate and responsible, their feeling as members to the organisation and the willingness they have to continue working for the organisation. Employees who are committed on an emotional level stay with the organization because of their personal working relationship as consistent with the mission and ethics of the organization(Cohen & Abedallah, 2021). Continuance commitment refers to a state where employees develop organizational commitment to an organization because of extrinsic rewards like the positive results obtained through the effort-free deal to identify with the goals and values of the organization. This differs from affective commitment, in which individuals remain with an organization because they want to and because they are familiar with the organization and its principles(Khuwaja et al., 2020).

Normative commitment on the other hand is the work ethics and implicit responsibilities of the employees in their organizations. This can be explained as a sense of responsibility to continue working with a specific organization. The idea, internalized of responsibility and commitment, allows employees continued membership which is appreciated by a specific organization(H. W. Abbas et al., 2015). The normative element is seen where people who consider the moral commitment with the view of remaining within a specific organization, regardless of the amount of improvement in the state of completion the organization provides to the individual over the years.Employees commitment can only be achieved with the presence of trust in leadership, honesty, job security, absences of work-related stress, chance to use skills and good pay package (Chelliah, 2015). This study dwells more on affective commitment that the emotional and physical connection between employee and their organisation.

2.4Empirical Evidences

Abbas et al.(2021)conducted a study based on Hobfoll's conservation of resources (COR) theory to determine antecedent to intention leave by employees in health sector of Pakistan, in carrying out the study data were assembled from 189 female health personnel employed in public and private hospitals in the province of Sindh, Pakistan. The study deployed a purposive sampling procedure. Analysis of collected data was made through the use of statistical tool SmartPLS and SPPS.The outcome fron this study indicated that workload and job satisfaction are related to harassment while harassment has direct influence on intention to turnover. While

Khushk et al.(2021) examined the influence of job pressures in the relationship between workplace politic and intention to quit. The study unveil the effect of politics on faculty members. The study collected data through a questionnaire270 respondents were selected using convenient sampling technique. Reliability analysis and multiple regressions was applied as data analysis procedure and the results from the paper reveal that organisational politics has sound link with intention of leave. From this study we can conclude that management can forecast employees' intention to turnover by identifying political tactics in the work environment.

Jabeen et al.(2021)reveal in their on the association between OP, Intention to Quit and Emotional Exhaustion. organizational politics significantly related to intentions to quit, as well as to emotional exhaustion. In conducting the investigation data were collected from 220 sample of faculty members in four public universities in Islamabad and convenient sampling technique was used in collecting data. Regression analysis through statistical package for social sciences was carried out to test the hypotheses. The study's outcome stated that Op significantly relates to intention to quit and emotional exhaustion. Universities have to assess political influences in play in the work environment inorder prevent intention to quit and eventual turnover by faculty members.

Agina and Helen (2021) conducted study on the relationship between OP and employees turnover plan in Egyptian Hospitality industry. The study was based on a quantitative research approach data were collected from 20 high class hotels and 20 travel agencies situated in Cairo. A sum of 250 questionnaires were received and validated for final data analysis. Statistical Packages for Social Science (SPSS) software was used in analysing the validated data and the result from the regression weight indicated that there was a clearly significant relationship between general political behavior and turnover intentions but no significant relationship existed between pay and promotion, and turnover intentions.

2.5 The Research Framework

The objectives and the presumptions of this study were developed based on research framework as shown in Figure 1. The research framework is an upshot of recommendations from the model of POP developed by Mishra et al. (2016). The research framework indicated a relationship between manpower diversity, Centralisation of organisational structure, employee relationship conflict, and individual struggle for power as triggers of organisational politics as well as how organisational politics influence employee withdrawal Behaviour. OP was simultaneously tested as a endogenous variable in relationship with the triggers while it was examined as predictor variable in relationships with employee withdrawal behaviour as presented in the framework.
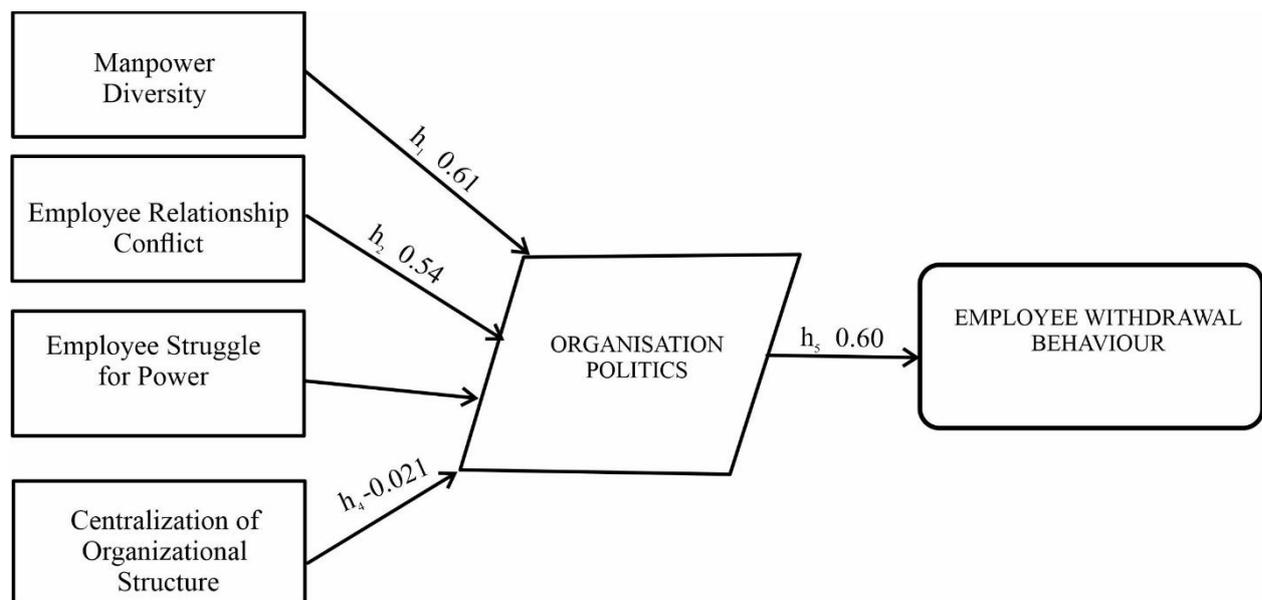

Figure 1: Research framework

2.6 Conservation of resources (COR) theory

For almost three (3) decadesand beyond, conservation of resources (COR) theory has develop to be among one cited theories in organizational political studies. Many stress related studies has align with COR theory and organisational politics is a workplace stressor therefore using the theory in explaining the relationship between OP and IQ. Further attesting to the theory's centrality, COR theory is largely the basis for the more work-specific leading theory of organizational stress, namely the job demands-resources model. One of the major advantages of COR theory is its ability to make a wide range of specific hypotheses that are much broader than those offered by theories that focus on a single central resource, such as control, or that speak about resources in general. In this article, we will revisit the principles and corollaries of COR theory that inform those more specific hypotheses and will review research in organizational behaviour that has relied on the theory. The relationship between employees withdrawal Behaviour and Triggers to politics in organsition may was explained by the conservation of resources (COR) model of stress (Hobfoll & Freedy, 1993). The COR model suggests that withdrawal behaviour occurs in response to the loss or perceived loss of resources; employees then take actions to protect themselves, such as putting less effort into their work, resulting in decreased job performance, and reduced organisational commitment also following the high the political behaviour signify those workers possess insufficient resources to effectively deal with the demands of their jobs.

Research Hypotheses

The hypothetical expressions of this study were carved out from existing theories and research evidence.

H_1: There is significant relationship between Manpower diversity and organisational politics.

H₂: There is a significant relationship between employees'relationship conflict and organisational politics.

H₃: There is significant relationship between the employee struggle for power and organisational politics.

H₄: There is a sound relationship between centralisation of organisation structures and organisational politics.

H₅: There is clear connection between organisational politics and employees'withdrawal behaviour.

III. Research Design

The study is survey research, which is also quantitative and descriptive in nature, based on large a case study design strategy. A case study explores a research topic or phenomenon within its context or within a number of real-life contexts. This strategy provides an in-depth knowledge about the respondents or the organisations (Singhry, 2018).

The population of the respondents consist of the employees of Federal Inland Revenue Service (FIRS) working in Borno and Yobe State of North East Nigeria. The total population of the managers and officers in the FIRS offices in the two-stateselected is 97 (nominal Roll of FIRS, September, 2022). The study has subscribed to a probability sampling technique. Probability sampling ensures that every item in the population has an equal chance of being included in sample (Taherdoost, 2016). Simple random sampling technique was carried out. This involves the selection of sample at random. This technique has ease of use and accuracy of representation. The sample size of 97 population is approximately 80 as indicated in Krejcie and morgan (1970) sample distribution table.

3.2 Data Collection Instrument

A structured questionnaire was used in collecting the data, using 5-point Likert Scale ranging from 1 "strongly disagree" to 5 "strongly Agree". However, the questionnaires used for the research were adapted from previous related studies. The previous studies were indicated under the measurement instrument. The variables for the research include: Manpower diversity, centralisation of organisation structure, employee's relationship conflict, and employees struggle for power as predictors to organisation politics, and employee'swithdrawal Behaviour.

The data for the study was collected through research assistants. The research assistants were staff of the offices in the selected states. The research assistants are all graduates they have the basic experience of questionnaire distribution and collection.

3.3 Measurement Instrument

The measuring items for this study's constructs were derived from earlier research.Manpower diversity was examined using questions adapted from Podsiadlowski et al. (2013). Seven items of measurement derived from Lambert, poaline, and Hogan (2006) were used to assess centralized organisational structure.Employee Relationship conflict was assessed using seven questionnaire items derived from Friedman et al. (2013), while employee struggle for power was assessed using items from Anderson and Ketner's work (2012). Organsitional politics was measured by adapting items of measurement scale from the work of Kacmar and ferris (1992). Furthermore, two variables were used to assess the dependent variable, employee's withdrawal behaviour: work anxiety and employees'commitment. Employees Commitment was measured using scale developed by Lambert, poaline, and Hogan (2006) whereas work anxiety was examined by adapting measurement scale developed by Muschalla and Linden (2014).

3.4 Reliability Analysis

Cronbach's Alpha was used to determine the measuring objects' dependability. IBM SPSS version 25 was used to assess the accuracy of the research measuring tools. In terms of data collecting methods, the study article focuses on internal consistency reliability, which employs Cronbach's Alpha to assess the consistency of responses across items within a single component. The Cronbach's Alpha statistic is the most accurate way to assess the scales' consistency. The lowest limit of alpha values is commonly accepted to be 0.7, however 0.6 is also acceptable (Nunnally, 1978; Robinson, Shaver, &Wrightsman, 1991; Hair et al., 2009). The analyses' dependability demonstrates that all alpha values for the study's measurements were over the lower limit.

Table 1: Results of Construct Reliability

Construct	No. of Items	Cronbach's Alpha
Workforce Diversity	5	0.711
Relationship Conflict	4	0.800
Need for Power	5	0.828

Centralisation	5	0.742
Influence Tactics of POP	2	0.789
Subjective Perception of POP	4	0.781
Job Anxiety of Employees Withdrawal	5	0.849
Organisational Commitment of Employees Withdrawal	5	0.871

Source: Researcher's survey, 2022.

3.5 Analysis of response rate

The data were collected from staff of Federal Inland Revenue Services (FIRS) from two states of North eastern Nigeria. This States are Borno,and Yobe. A total of eighty (80) questionnaires were distributed but a total number of seventy-seven (72) questionnaires were retrieved. This indicates an approximately ninety percent (90%) response rate. However, only sixty-nine(69) which represents 86% of the sample questionnaires were found valid and useable. This response rate is considered adequate based on the argument by Sekaran (2003), that a response rate of 30% is acceptable for survey research

3.6 Validating the Measurement Model

Validating the measurement model is a necessary condition for performing structural modeling in SEM-AMOS. The confirmatory factor analysis was based on the output of the exploratory factor analysis. Measurement model assessment was performed on the individual variables to confirm their fit indices. A measurement model is acceptable if it satisfies a minimum threshold of fitness indices (Lehmann & Romano, 2006). There are many fit indices. As such it would be cumbersome to report all. Although it is important to report many fit indices (Crowley & Fan, 1997), no rule exist on what to be included or excluded (Hooper et al., 2008).

After obtaining the measurement model, various overall goodness-of-fit measures are conducted to determine the fit of the model. However, it is not sufficient to make any decisions by observing only one statistic. Hair et al. (2009), recommended that, in addition to the results of chi squared test, the researcher should rely on at least one absolute fit index, for example, RMSEA, and one incremental fit index, for example, CFI. Furthermore, Kline (2010), suggested reporting Chi-squared test, RMSEA, CFI and SRMR.

3.7 Structural Model

The overall structural model of the study based on the research frame work after performing the multiple regression analysis is presented in Figure 2
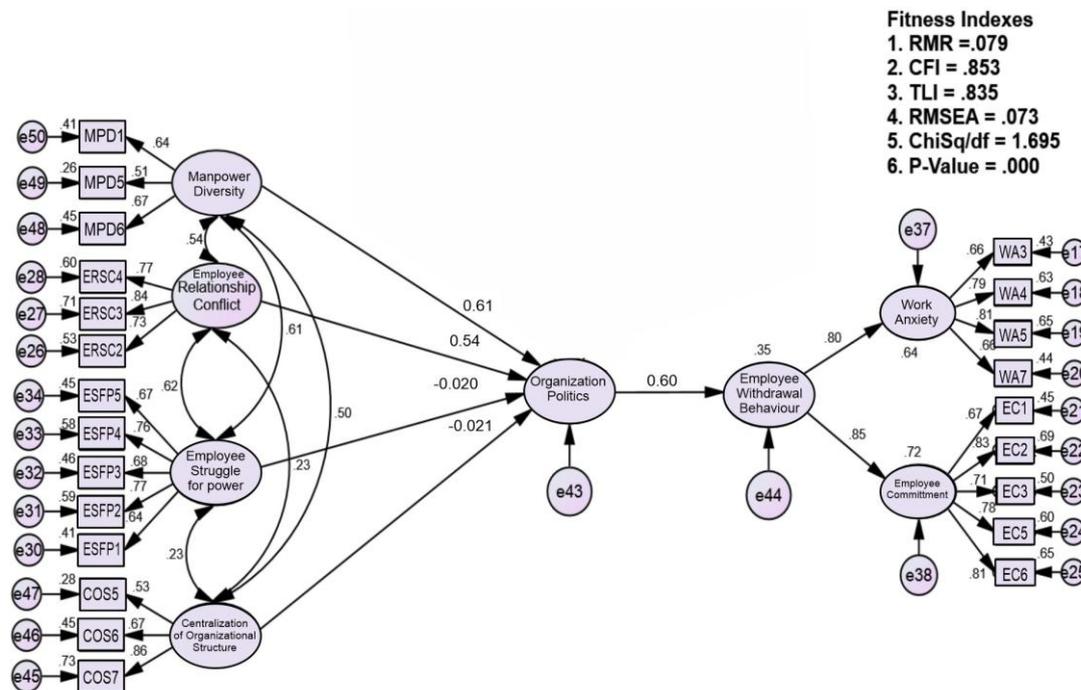

Figure 2: Organizational Politics and Employee Withdrawal Behaviour Structural Model

Table 2: Result of Regression Estimate of Triggersof Organizational Politics and EmployeesWithdrawal Behaviour Model

Constructs	R^2	Std. Beta	S.E.	C.R.	P	Result
MPD →OP		0.61	0.23	3.040	0.002	Significant
ERSC →OP		0.540	0.114	3.881	***	Significant
ESFP →OP		-0.020	0.216	-0.153	0.878	Not Significant
COS →OP		-0.021	0.082	-0.372	0.710	Not Significant
OP →EWB		0.60	0.084	4.260	***	Significant

***means significant at < 0.001

MPD=Manpower Diversity ERSC= Employee Relationship Conflict ESFP=Employee Struggle for Power COS=centralisation of Organisation structure OP=organisational politics EWB=Employee withdrawal behaviour.

IV.   Discussion of Findings

The statistical analysis of the relationships between the variables under research has expose a sound connection between diversity in organisational manpower and politics in office with a regression output (β = 0.61, *P*< 0.005). The regression weight implies that a single digit of increase in standard deviation of diversity increase the chance of politics in the offices by 0.61 as indicated in the table 2above. The statistical result as indicated in the table above has supported the presumption that H₁: Manpowerdiversity in workplace has a substantial connection with office politics. Diversity is a strength when managed carefully butit increases chance of negative politics when not properly managed. The result from this study is in consistent with the study of Mishra et al., (2016) where they found the antecedents of workforce diversity (the organizational level), as having a significant and a positive impact on OP. consequently, conflict between employees working in the same organisation is a strong trigger to negative politics in work environment this position was authenticated by the regression weight of (β = 0.540, *P*< 0.001) from the statistical analysis of this study, the third hypothetical position conflict between employees has sound link with organisation politics this proposition was confirmed by the result of the regression analysis as depicted in table aboveThis result is in consistent with the findings by (Mintzberg, 1985; Darr & Johns 2004; Haq, 2011; & Mishra et al., 2016). Relationship conflict occurs as a result of strain between two or more workers in organization. This is a serious conflict in organization and if not properly managed, it can have negative effect on organization's effort to goal accomplishment. Employees/Managers in organizations are co-dependent, as are conflicting parties. The parties are dependent on decision makers, who often make a fuss in Favouritism results in win-lose situations. Those who have lost will perceive the decision-maker or the organization to be political.

In the same vein another hypothetical presumption of study which states there is sound connection between centralisation of organisational structure and office politics contrary to the presumption the statistical regression weight of (β = -0.02 and *P*> 0.005) justify that there is no relationship between office politics and centralisation of organisation structure. A centralised organisation concentrates power at the centre thereby making other division as implementation unit, in their effort obtain and sustain power employees in such organisation play influence tactics in order to promote self-interest than common goals. The result of this study is supported by the work of Mohammad (2007) who examined the antecedents of organizational politics perceptions at three level, organizational level, work context level, and personal level. The result of the study indicated centralisation negatively influence perception organisational politics.

The desirefor power by employees usually involves politicking, power and politics are two indispensable elements in human endeavour. The study has prophesized that there is a connection between employee need for power and office politics but the outcome of the study has givena negative position because the regression weight from the statistical analysis of the study noted a negative relationship of (β = -0.02, *P*> 0.005). Contrary to many studies, the results from this study show that employees' struggle for power has a negative and non-significant impact on OP. employees' struggle for power was hypothesized to have a relationshipwith OP. The results havenot supported the presumption. This study contradicts the study of (Pfeffer, 1981; Mishra et al.2016) who found that to influence the processes and outcomes for one's benefits one

needs power, and to gain power people behave politically. Both two authors found a positive relationship between employee struggle for power and OP.

The statistical result of this study produces a positive relationship between OP and employees' withdrawal behaviour with a regression weight of ($\beta = 0.60$, $P < 0.001$) it is a clear indication that politics in the organisation is not good for growth and survival of any organisation, the result of this study was supported by the work of (Gaji et al,2021; Mishra et al. 2016). Op has affected organisations negatively because anxiety reduces employee efforts and commitment. Employees commitment to work reduces when organisation politics is playing role in determining how things are done in work environment.

V. Conclusion

This study used COR theory to examine the relationship between triggers to organisation politics and employees' withdrawal behaviour. The importance of understanding the negative effect of OP on employees and organisational performance cannot be overemphasized. It is, therefore, very important to know the cause and effect of politics in an organisation. Managers would have to identify and manage influence tactics and political behaviour within the organisation. If not the result of negative politics in the organisation will be detrimental to the system as a whole. Conclusively when employees perceive their workplace as a place where political games are played to get ahead, they normally reduce their commitment and job anxiety will set in among workers which will also affectoverall performance.

VI. Recommendations

This study recommends that organizational leaders should fight political behaviour when it is dysfunctional and present in organizations. Leaders should act like role models to induce followers to learn from them. They should create an environment where all players share the same goals and all workers are treated equal with optimal fair play.

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