



The Influence of Organizational Politics on Job Satisfaction of Lecturers of Higher Institutions in Katsina State, Nigeria

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ABSTRACT

The study is aimed at examining the influence of organizational politics on job satisfaction of lecturers of higher institutions in Katsina State Nigeria. The study was anchored on power dynamics theory. The theory looks at the relationships and interactions among individuals within an organization with different levels of power and influence. The theory suggest that organizational politics is driven by the pursuit of power and influence in an organization. Additionally, employees exhibit political behavior in order to obtain power, maintain power and sometimes challenge existing power structure. The study was guided by two objectives from which two research questions and two null hypotheses were generated and analyzed Three hundred and eighty participants were used in this study. The study used, organizational politics and job satisfaction questionnaires to get the needed data. All the questionnaires were adopted and adapted. Descriptive statistics and multiple regression analyses were used to analyze the data gathered using Special Package for Social Science (SPSS) version 20.0. Descriptive statistics was employed to screen the data collected and analyze the personal information of the respondents while multiple regression analysis assisted in testing the hypotheses generated. The findings indicate that all the three sub-scales of organizational politics influence job satisfaction (JS) The sub-scales explained 39% of job satisfaction of the respondents. Additionally, among the sub-scales of organizational politics pay and promotion makes the statistically strongest unique contribution in predicting teachers' Job satisfaction (β -.36), followed by go along and get ahead (β -.27). Based on the findings the study recommends that there is need for head teachers of higher institutions to discourage negative organizational politics in order to enhance lecturers' job satisfaction. In addition, there is need for head teachers to ensure fairness to all lecturers on issues related to pay and promotion in order to boost their satisfaction. The findings add to the existing literature on organizational behaviors especially in Nigeria where little was written on the area.

CITATION

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INTRODUCTION

Higher education is education receive by students who have successfully completed their senior secondary schools and obtained the minimum entry requirements of five credits and above in five subjects including English and Mathematics. In Nigeria higher education is provided in monotechnics, polytechnics, colleges of education and universities. They are the institutions legally empowered to provide such education to students. Some of the objectives of higher education in Nigeria include; development and inculcation of proper values for the survival of the recipient and society at large, improvement of the capacity of the recipients to understand and appreciate their immediate and external environments and avail the needed skills to the recipients to enable him to be self-reliant and useful members of society (FGN, 2004).

However, challenges affecting the education sector are making the realizations of these objectives difficult. These challenges include; lack of enough facilities, lack of enough and qualified teachers, overcrowded classrooms, teacher burn out, teacher turnover, to mention just few (Salisu 2020). Similarly, the sector is being confronted with industrial crises stemming from teachers low morale, poor commitment and satisfaction

Among the challenges affecting the higher education sector, low teachers job satisfaction is the most disturbing. This is because as argued by Salisu (2013) school cannot realize its objective of effective teaching and learning without committed and satisfied teachers. Furthermore Salisu (2013) noted that job satisfaction is what encourages staff to stay in the organization and put extra effort for the organization to function effectively and ultimately achieve its objectives. This study therefore is aimed at assessing the influence of organizational politics on job satisfaction of lecturers of higher institutions in Katsina state Nigeria. To guide the study the following research objectives and questions were formulated.

Objectives of the study

1. To determine the influence of organizational politics on job satisfaction of lecturers of higher institutions in Katsina state.
2. To ascertain which among the sub-scales of organizational politics best influences job satisfaction of lecturers of higher institutions in Katsina state.

Research questions

1. Does organizational politics influence job satisfaction of lecturers of higher institutions in Katsina state?
2. Which among the sub-scales of organizational politics best influences job satisfaction of lecturers of higher institutions in Katsina state.

Job satisfaction

Job satisfaction, is regarded as workers feeling of contentment and fulfilment toward their job (Chaudhry, 2023). It is also regarded as a feeling by an employee that the job meets his material, social and psychological needs (Olawale, Ilesanmi, & Olarewaju, 2016). Job satisfaction is a feeling of internal happiness and fulfillment a worker shows when discharging his duty (Swaminathan, & Jawahar, 2013).

According to Arif, & Chohan, (2012) job satisfaction shapes employees behavior towards their place of work, additionally they argued that satisfied workers tend to do good and quality work and are more dedicated compared to unsatisfied workers. Additionally, Ahmad et.al. (2010) argued that employees who are dissatisfied with their organization will be less committed and may likely leave the organization, in addition, they argue that even if employee did not leave the organization he may likely withdraw emotionally and or mentally.

Organizational politics and Job satisfaction

Organizational politics is described as an activity that permits people in organization to accomplish goals without going through proper channels. It can also be referred to as a process of gaining power by various means rather than merit or chance (Ullah & Ahmad 2018). Perceived organizational politics refers to the perception of employees regarding the existence of political behaviors, such as favoritism, nepotism, unfair decision-making, and power struggles within an organization. Perceived organizational politics refers to the perception that individuals have regarding the use of power and influence in the workplace (Chaudhary 2023). When employees perceive the presence of organizational politics, it can lead to increased stress, decreased trust, and a sense of unfairness. However, fostering a culture of open communication, collaboration, and participative decision-making can help alleviate the negative impact of organizational politics. When employees feel included in decision-making processes and have a say in shaping organizational policies, it can reduce feelings of powerlessness and enhance job satisfaction (Chaudhary 2023). Organizational politics is characterized by three dimensions. These are: general political behavior (GPB), *go a long to get ahead* (GAGA), and *pay and promotion policies* (PPP). General political behavior is a self-serving behavior employee displayed in the work place in order to corner certain benefits; *go along to get ahead* can be regarded as lukewarm attitude exhibited by employees to enable them get undue advantages.; and *pay and promotion policies* which refers to the organization lack of adhering to policies it enacts regarding pay and promotion (Kacmar & Carlson, 1997).

Studies revealed that there is statistically negative relationship between organizational politics and

employees’ job satisfaction. Ullah & Ahmad (2018) in their studies on organizational politics and job stress with job satisfaction as mediating variable in some banks in Pakistan discovered that there is a negative relationship between organizational politics and job satisfaction. In addition, Khan, et. al. (2022) in their study on organizational politics and job satisfaction among staff of public universities in Pakistan found that there is statistically negative relationship between organizational politics and job satisfaction. Similarly, Munyeka & Setati, (2022) in their study of organizational politics and job satisfaction among police personnel in Limpopo Province of South Africa established that there is a statistically negative relationship between organizational politics and job satisfaction. Base on the above theoretical arguments the study hypothesized that:

- H1. Organization politics statistically and negatively influence job satisfaction of lecturers of higher institutions in Katsina state Nigeria
- H2. All the three sub-scales of organizational politics negatively influence job satisfaction of lecturers of higher institutions in Katsina state Nigeria

METHODOLOGY

Instruments

Two questionnaires were used to get the needed data for the study. The questionnaires are organizational politics questionnaire (OPQ) and job satisfaction questionnaire (JSQ). Both questionnaires were adopted and adapted. The organizational politics questionnaire was adopted from the work of Daskin & Tezer (2012). The questionnaire has three dimensions. The dimensions are go along and get ahead, general political behaviours and pay and promotion policies. Sample of the items are; Management put their self-interest into the allocation of resources and uses my institutions’ resources for their own purposes, Some

groups in this organization attempt to build themselves up by tearing others down, Since I have worked in this organization, I have never seen the pay and promotion policies applied politically, for, general political behaviours, go along and get ahead and pay and promotion policies respectively. The Job Satisfaction Questionnaire (JSQ) was adopted from Yeh, (2010). The questionnaire has two dimensions, namely, intrinsic and extrinsic job satisfaction. Some of the items of the questionnaire are employees received adequate training to do their job well and the payment of salary is very close to our expectations for intrinsic and extrinsic job satisfaction respectively. The questionnaires were rated on four point Likert’s scale. The rating is 4 = strongly agree (SA).3 = Agree (A), 2= Disagree (DA), and 1 = strongly disagree.

Population and Sample

The population of the study consists of all lecturers in the state tertiary institutions in Katsina state. There were three thousand eight hundred and forty lecturers in the state tertiary institutions. To get the needed sample for the study research advisors table of sample selections was used as a guide. The table suggested three hundred and forty six samples. Initially, four hundred and ten questionnaires were given to lecturers of higher institutions in Katsina state in order to get the needed data for the study. Out of the 410 questionnaires distributed 390 equivalent to 95% were returned. The questionnaires returned were carefully perused and those with much missing information and outliers were excluded from the study. Outliers were excluded from the study because according to Pallant (2007) Outliers from the data set can be removed or given a score that is high but not too different from the remaining cluster of scores. In all, 380 respondents were used as sample of the study.

Table 1: Respondents Background Information

SN	Characteristics	Frequency	Percentage
1	Gender		
	Male	240	63%
	Female	140	37%
	Total	380	100%
2	Age		
	25-40	200	53%
	41- 60	120	31%
	61+	60	16%
	Total	380	100%

Table 1 above shows the respondent's background information. Of the 380 respondents, 240 or 63% of the respondents were male, while 140 or 37% of the respondents were female. Regarding the age of the respondents 200 or 53% are between 25-40years. 120 or 31% are between 41-60 years while 60 equivalents to 16% are above 60 years.

Data analysis

The data collected for this study was analyzed using descriptive statistics and standard multiple regression analysis. The descriptive statistics was used in screening the data, analyzing the demographic information of the respondents and highlighting the mean, standard deviation among others of the variables of study. Standard multiple regression analysis was used to find whether; organizational politics influences job satisfaction of lecturers of higher institutions in Katsina state and which sub-scale among the three sub-scales of organizational politics best influences the job satisfaction of the

respondents. Special package for social sciences (SPSS) version 20.0 was used to analyze the data collected.

DISCUSSION OF FINDINGS

Findings

The result as depicted in Table 2 below shows the mean, standard deviation and correlation of the three sub-scales of Organizational politics i.e. go along and get ahead, general political behaviors and pay and promotion policies (independent variables) as well as lecturers job satisfaction (dependent variable). Among the sub-scales of organizational politics pay and promotion policies has the highest mean ($M = 6.76$), followed by general political behaviors ($M = 5.59$). However, go along and get ahead has the least mean among the sub-scales of organizational politics ($M = 5.53$). Additionally, the Pearson correlation matrix indicates that all the sub-scales of organizational politics (independent variables) were statistically related to job satisfaction (dependent variable). The correlation ranged from 0.40 - 0.50.

Table 2: Descriptive Statistics and Correlations

Variable	Mean	S.D	2	3	4
Job satisfaction	5.822	1.10	.540	.473	.400
Go along and get ahead	5.532	1.04		.537	.504
Pay and promotion	6.766	.851			.447
General political behavior.	5.592	.914			

Variables 2-4 sub-scales of Organizational Politics

All correlations are statistically significant $p < 0.001$

Standard multiple regression analysis was conducted in order to find out if the independent variables (sub-scales of organizational politics) influence the dependent variable (job satisfaction). Table 3 below shows the findings of the standard multiple regression analysis. The analysis reveals that all the three sub-scales of organizational politics influences job satisfaction (JS) The sub-scales explain 39% of the variance of job satisfaction (JS) ($F(3, 197) = 29.21$ $p = .001$). Moreover, examination of the table reveals that among the sub-scales of organizational politics (independent variables) pay and promotion ($\beta = .36$) makes the statistically strongest unique contribution in predicting teachers' Job satisfaction (JS). The next sub-scale that contributes most is go along and get ahead ($\beta = .27$). However, the remaining sub-scale general political

behavior ($\beta = .17$) is a predictor of Job satisfaction, but its contribution was not statistically significant. The results support the two hypotheses postulated for this study.

The findings implied that organizational politics has strong influence on job satisfaction of lecturers of higher institutions in Katsina state. Additionally, the more organizational politics is played the more the lecturers in the sampled institutions become dissatisfied. Similarly, the results indicate that lecturers in the sample schools perceived that established procedures are seldom being followed in determining their pay and promotion in their respective schools. Additionally lecturers in the sample schools more often than not look other way when established procedures are being violated in order to corner undue advantages to themselves

Table 3: Regression coefficients and F-test value for teachers' JS

Variable	B	SE	β	Sig.	F	R ²
Constant	1.888	.427		.000	29.21 (3,197)	39
Go along and get ahead	.104	.060	-.271	.087		
Pay and promotion	.281	.067	-.361	.000		
General political behavior.	.231	.078	-.172	.003		

Discussion

The study was aimed at finding out if organizational politics is a good predictor of Job satisfactions of lecturers of higher institutions in Katsina state. Additionally, the study was aimed at finding out if all the sub-scales of organizational politics (go along and get ahead, pay and promotion and general political behavior) influences Job satisfaction of lecturers of higher institutions in Katsina state.

Mean, standard deviation and correlations of the variables of the study were depicted in Table.1. Among the independents variables Pay and promotion and general political behavior have the highest mean ($M=6.76$) and ($M=5.59$) respectively. This indicates that lecturers in the sample schools perceived that established procedures are relatively being followed in determining their pay and promotion in their respective schools. Additionally lecturers in the sample schools more often than not exhibit self-serving behaviors in order to corner undue advantages to themselves

Similarly, Table 2 above reveals the results of Standard Multiple Regression analysis used to test the hypotheses generated. The findings show that the independent variables i.e. sub-scales of Organizational politics (pay and promotion, go along and get a head and general political behaviors) influence Job satisfaction ($R^2 .39$). This indicates that 39% of the variance of lecturers' job satisfaction could be accounted for by the sub-scales of organizational politics. This supports hypothesis one which says organization politics statistically and negatively influence job satisfaction of lecturers of higher institutions in Katsina state Nigeria.

Moreover, pay and promotion ($\beta -.36$) and go along and get a head ($\beta -.27$) are the best predictors of Job satisfaction, while general political behavior ($\beta -.17$) is the least predictor of Job satisfaction (OCB). The findings therefore support hypothesis two which says all the three sub-scales of organizational politics negatively influence job satisfaction of lecturers of higher institutions in Katsina state Nigeria. The findings concur with that of Ullah & Ahmad (2018) Khan, et. al. (2022) and Munyeka & Setati, (2022) who conducted similar studies at different settings and obtained similar results.

The study has practical as well as theoretical implications. The study highlighted the need for stake holders in education, i.e. ministry of education officials, head teachers of tertiary institutions among others to deemphasize organizational politics in order to enhance lecturers' job satisfaction. It is worth noting that lecturers who are satisfied may likely exhibit extra-role behaviors (OCB). Moreover, when lecturers started exhibiting OCB, they will tolerate reasonable inconvenience without complaint, readily give meaningful suggestions, help colleagues and positively assist towards realization of their respective institutions objectives (DiPaola & Mendes da

Costa Neves 2009). Additionally, the study has theoretically contributes to the existing literature in organizational behavior, as before now few studies were conducted on the influence of organizational politics on lecturers job satisfaction, in Nigeria in general and Katsina state in particular.

Among the limitations of this study is that it was conducted in only state public tertiary institutions in Katsina state. Consequently there is need for caution in generalizing the results to all lecturers of higher institutions in Katsina state. Therefore, more research should be conducted on the area to take into consideration federal and private higher institutions, to see whether same results would be obtained.

CONCLUSION

This study was conducted to examine the influence of Organizational politics on Job satisfaction among lecturers of higher institutions in Katsina state. Moreover, the study examines which among the three sub-scales of organizational politics (independent variables) best influences dependent variable (Job satisfaction). The results indicate that Organizational politics negatively and strongly influence Job satisfaction ($R^2 .39$). This finding support hypothesis one which says Organization politics statistically and negatively influence job satisfaction of lecturers of higher institutions in Katsina state Nigeria.

Additionally, pay and promotion policies ($\beta -.36$) and Go along and get ahead ($\beta -.27$) are the best predictors of Job satisfactions, while general political behavior ($\beta -.17$) is the least predictor of Job satisfaction (OCB). This findings agree with hypothesis two which says all the three sub-scales of organizational politics negatively influence job satisfaction of lecturers of higher institutions in Katsina state Nigeria.

RECOMMENDATIONS

Based on the findings the study recommends as follows:

1. There is need for head teachers of higher institutions to discourage negative organizational politics in order to enhance lecturers' job satisfaction.
2. There is need for head teachers to ensure fairness to all staff on issues related to pay and promotion in order to boost the satisfaction of their lecturers.
3. Head teachers should resist political behaviors being displayed by some lecturers in order to get undue advantages.

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