

**Organisational Politics, Career Plateau and Employee Commitment  
in Gas Processing Companies, Delta State Nigeria**

**Busayo Abiodun OLUFAYO  
LCU/PG/000101**

**Being a PhD Thesis Submitted to the Department of Management and  
Accounting, Faculty of Management and Social Sciences, Lead City University,  
Ibadan, Nigeria**

**In Partial Fulfillment of the Requirements for the Award of Doctor of  
Philosophy Degree (PhD) in Human Resources Management**

**2023**

### **Certification**

This thesis entitled “**Organisation Politics, Career Plateau and Employee Commitment in the selected Gas Processing Companies in Niger Delta Region**” was carried out by **Busayo Abiodun OLUFAYO** with **Matric No. LCU/PG/000101** in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University Ibadan, Nigeria, under my supervision.

---

**Dr. T. M. Akinbo**

**Supervisor**

---

**Date**

---

**Dr. T.M Akinbo**

**Head of Department**

---

**Date**

*Do Not Copy, Lead City University, Nigeria*

### **Dedication**

This research work is dedicated to God Almighty, the giver of all things, including life, wisdom, knowledge, and ability.

*Do Not Copy, Lead City University, Nigeria*

## **Acknowledgement**

First and foremost, I would like to extend my profound gratitude to my supervisor, Dr. TM Akinbo, for her assistance and the highly professional arrangements she made for my research and writing effort. Many thanks for her unwavering support and her helpful critique as I built my thesis' research design and combined the theoretical elements. Additionally, I would like to express my gratitude to Dr. Igbadumhe Friday, Prof. Godwin Oyedokun and Dr. Adepoju for their general contributions to my education and their invaluable assistance with the revision of this thesis, as well as Dr. Oreagba and Dr. Onamusi for their insightful criticism of an earlier version of my research. Special thanks to Mrs. Mojisola T. Kehinde and my dear friend Dr Modupeola Adeolu-Akande for her continuous encouragement and guidance while pursuing my PhD. likewise, I would want to extend my gratitude to the entire management and accounting department employees. I also owe thanks to the people who work for the organisations where the research work was conducted, including the staff, who participated in the surveys and took the time to communicate with me. In particular, I would like to thank the management of these organisations and the point of contact in Delta State, Nigeria, for their assistance. A PhD is a protracted, isolating, and emotional path, as many people would agree. I should therefore express my gratitude to my wife, my parents, and my ever-cooperative sons Daniel and Donald for their encouragement and emotional support when I was a student at LCU. Last but not least, this goal would not have been possible without the help of my siblings, especially Pastor Funke Peluola and Engineer Gabriel Ilenreh, who provided me with a tremendous opportunity to find my career path. if not for you guys! It is difficult to express my deep gratitude in a few words for the inconspicuous supporters of this attempt, friends whose prayers have enabled me to overcome significant barriers, deserve my sincere appreciation, which is impossible to convey in a few words. Finally, I would want to express my profound gratitude to Professor Adeyemo, vice chancellor of LCU, and Dr. Adewole for their encouragement and advice giving me to pick LCU ahead of other institutions of learning.

“However, it is important for everyone who comes across this research work to note that the above- mentioned persons and institution(s) have assisted in the completion of this study, I alone stand responsible for the errors and omissions if any is found in this found in this research work.”

## Abstract

The value of organisations human resource remains a threshold for attaining a competitive edge. However, phenomena such as organisational politics impacts employees' career which consequently influences their work behaviour. This study examines the link between organizational politics, career plateau and employee commitment. Social exchange theory (SET) and Super' Self-Concept theory provided a theoretical guide to the study. Explanatory Sequential Research design was adopted with a mixed methodology approach to gain broader insights into the study. Total study population is 500 and sample size of 200 was determined by Taro Yamani's formular as stratified sampling techniques was used in grouping the employees. Variables were measured by Milliman, Kacmar and Catson POPs model with reliability alpha of 0.87. IDI was utilized to gather qualitative data across 10 key informants. Data was analyzed with (SEM) Structural Equation Modeling a multivariate statistical analysis technique. Qualitative data were content-analyzed using (PPMC). The findings suggest that political behaviour and organisational justice have a substantial relationship, with the Path coefficient of 0.779 suggesting a 60.6% variance in employee loyalty can be explained by political behaviour. The Path coefficient of 0.857 suggests a substantial degree of relationship between these two factors. Diversity significantly influences employee loyalty, with a Path coefficient of 0.384 suggesting a fair relationship. Job position significantly influences loyalty, with a Path coefficient of 0.857 suggesting a considerable degree of relationship. The  $R^2$  value of 0.734 indicates a 73.4% variance in employee loyalty can be explained by job position. Organisational politics has a significant relationship with employee commitment, with the path co-efficient value of 0.702 and the R-square value of 0.493 suggesting a 49.3% variance in employee commitment. This study concluded that politically inclined employees tend to get whatever they desire, and once it is achieved, it fosters their commitment to the organisation's strategic goals. The employees' commitment could be boosted through fairness, equity and transparency in policies and processes that directly affect employees. To this end, the study concludes that organisations that hold justice in high esteem will earn employees' commitment. Therefore, formulating and implementing unbiased policies that discourage injustice is the right decision in the right direction for any organisation that wants to enhance employee motivation which could foster effectiveness, loyalty and optimal performance. The recommendations are to control political behaviour to align with the policy of fairness, equity in formulating and implementation of policies that discourage favouritism, preferential treatment and nepotism. Organisational justice is one of the strategies that firms can use to foster employees' loyalty, motivation, efficiency and performance. Therefore, it is advisable that management of the company work to prevent unfair and unethical behavior in terms of opportunities for promotion, advancement, financial incentives, social support and other matters that are paramount to employees.

**Word Count:** 453

**Key Words:** Organisational Politics, Employees' Commitment' Career Plateau, Organization Behaviour, Organizational Justice.

## Table of Contents

<b>Contents</b>	<b>Pages</b>
Title Page	i
Certification	ii
Dedication	iii
Acknowledgement	iv
Abstract	v
Table of Contents	vi
List of Tables	vii
List of Figures	viii
List of Acronyms	ix
<b>Chapter One Introduction</b>	<b>1</b>
1.1 Background to the Study	1
1.2 Statement of the Problem	5
1.3 Aim and Objectives of Study	9
1.4 Research Questions	9
1.5 Hypotheses	10
1.6 Significance of the Study	11
1.7 Scope of the Study	13
1.8 Limitations to the Study	14
1.9 Operational Definition of Terms	15
<b>Endnotes</b>	

## Chapter Two: Literature Review

2.1	Conceptual Review	23
2.1.1	Concepts of Employee Commitment	23
2.1.1.1	Employee Performance	27
2.1.1.2	Self-Efficacy	30
2.1.1.3	Motivation	31
2.1.1.4	Employee Loyalty	36
2.1.2	Career Plateau	37
2.1.2.1	Job Satisfaction	37
2.1.2.2	Career Mobility	40
2.1.2.3	Job Involvement	43
2.1.3	Organizational Politics	45
2.1.3.1	Political Behaviour	48
2.1.3.2	Organizational Justice	52
2.1.3.3	Diversity	54
<b>2.1.3.4</b>	<b>Job Position</b>	<b>58</b>
2.2	Theoretical Framework	60
2.2.1	Social Exchange Theory (SET)	60
2.2.2	Super' Self-Concept Theory	64

2.2.3	Chaos Theory		70
2.3		Review of Empirical Studies	76
2.3.1	Employees' Commitment to the Organization		76
2.3.1.1	Employee commitment and Employees Performance		82
2.3.1.2	Employee commitment and Employees Self-Efficacy		84
2.3.1.3	Employee Commitment and Motivation		86
2.3.2	Career Plateau		90
2.3.2.1		Job Satisfaction	102
2.3.2.2		Career Mobility	105
2.3.2.4	Job Involvement		109
2.3.3	Organisational Politics		111
2.3.3.1	Organisation Behaviour		117
2.3.3.2	Organisational Justice		120
2.3.3.3	Distributive Justice		121
2.3.3.4	Diversity		124
2.4	Conceptual Framework		137
2.4.1	Model Specification		138
2.5	Summary of Gap in Literature		140

<b>Chapter Three: Methodology</b>	172
3.1 Research Design	172
3.3 Population of the Study	173
3.3 Sample Size	174
3.4 Sampling Technique	175
3.4.1 Stratum Representation of Sample Size	177
3.5 Description of Research Instrument	177
3.6 Validity and Reliability of the Research Instrument	178
3.6.1 Validity	178
3.6.2 Reliability	179
3.6.3 In-Depth – Interview (IDI)	180
3.7 Administration and Method of Data Collection	181
3.8 Method of Data Analysis	181
<b>Endnotes</b>	
<b>Chapter Four Results and Discussion of Findings</b>	185
4.1 Response Rate	185
4.2 Descriptive Statistics	189
4.3 Quantitative Analysis	213

4.3.1	Test of Hypothesis	213
4.4	Discussion of the Findings	256
4.4.1	Political Behaviour and Employee Commitment	256
4.4.2	Organisational Justice and Employee Commitment	257
4.4.3	Diversity and Employee Commitment	258
4.4.4	Job Position and Employee Commitment	260
4.4.5	Organisational Politics, Career Mobility and Employee Commitment	261
	<b>Endnotes</b>	
		252
	<b>Chapter Five: Conclusion</b>	264
5.1	Summary of Findings	264
5.2	Conclusion	265
5.3	Recommendations	266
5.4	Contribution to the Knowledge	268
5.5.	Area for Further Studies	269
	<b>Bibliography</b>	271
	<b>Appendix I Research Instrument</b>	296
	<b>Appendix II Raw Analysis of Hypothesis 1</b>	301
	<b>Appendix III Raw Analysis of Hypothesis 2</b>	304
	<b>Appendix IV Raw Analysis of Hypothesis 3</b>	308
	<b>Appendix V Raw Analysis of Hypothesis 4</b>	312
	<b>Appendix VI Raw Analysis of Hypothesis 5</b>	316

Bio-Data	317
The University Compliance Certification	319

### List of Tables

Table	Title	Page
3.1	Population of the study	173
3.2	Sample Size Distribution Table	175
3.3	Stratum Representation of Sample Size	177
3.4	In – Depth – Interview (IDI)	180
4.1	Demography Characteristics of Respondents	187
4.2	Descriptive statistic of Political Behaviour	190
4.3	Descriptive Statistics of Organisational Justice	193
4.4	Descriptive Statistics of Diversity (DVT)	195
4.5	Descriptive Statistic on the Job Position (JP)	197
4.6	Descriptive Statistics of Employment Loyalty (EL)	199
4.7	Descriptive Statistics of Motivation (MTV)	201
4.8	Descriptive Statistics of Self-Efficacy	204

4.9	Descriptive Statistics of Employee performance	
208		
4.10	Descriptive Statistics of Career Mobility	209
4.10.1	Construct Validity and Reliability for Hypothesis One	215
4.11	Heterotrait-monotrait Discriminant	
217		
4.12	Model Fit	
218		
4.13	Coefficient Value of Hypothesis One	219
4.14	Construct Validity and Reliability for Hypothesis Two	222
4.15	Heterotrait-monotrait Discriminant	224
4.16	Model Fit	225
4.17	Coefficient Value of Hypothesis Two	226
4.18	Construct Validity and Reliability for Hypothesis Three	229
4.19	Heterotrait-monotrait Discriminant	231
4.20	Model Fit	232
4.21	Coefficient Value of Hypothesis Three	233
4.22	Construct Validity and Reliability for Hypothesis Four	
236		
4.22.1	Heterotrait-monotrait Discriminant	238
4.23	Model Fit	239
4.24	Coefficient Value of Hypothesis Four	240
4.25	Coefficient Value of Hypothesis Five	243

4.26	Interview Questions	245
4.27	Believing in the Achievement of Organizational Core Vision	246
4.28	Employees Turnover Intention	247
4.29	Politics and Work Delivery	248
4.30	Politics and Work Delivery	250
4.31	Politics and Work Delivery	251
4.32	Strategies for Addressing Politics	252
4.33	The Commitment Level of Direct Downlines	253
4.34	Intention to Leave	254
4.35	Intention to Leave	255

### List of Figure

Figure	Title	Page
2.3.2	Achievers in a Career Structure that is Plateauing	97
2.1	Conceptual Framework for the study	137
4.1	Percentage of Returned Questionnaire	186

4.2	Political Behaviour and Employee Commitment	214
4.3	Organisational Justice and Employee Commitment	221
4.4	Diversity and Employee Commitment	228
4.5	Job Position and Employee Commitment	235
4.6	Organisational Politics, Career Plateau, and Employees' Commitment Model	242
5.1	Organisational Politics, Career Plateau and Employee Commitment Model	269

### List of Acronyms

Abbreviation	Meaning
PENGASSAN	- Petroleum and Natural Gas Senior Staff Association of Nigeria
NUPENG)	- Nigeria Union of Petroleum and Natural Gas Workers
NLPGA	- <i>Nigeria Liquefied Petroleum Gas Association,</i>
OCB	- Organisational Citizenship Behaviours

EC	-	Employee Commitment
SET	-	Social Exchange Theory
TCM	-	Three-Component Model
OCQ	-	Organizational Commitment Questionnaire
ACS	-	Affective Commitment Scale
CCS	-	Continuance Commitment Scale
NCS	-	Normative Commitment Scale
QWL	-	Quality of Work Life
PEC	-	Person-Environment-Correspondence
TWA	-	The Theory of Work Adjustment
POP	-	Perceived Organisation Politics
LEC	-	Level of employee commitment
LOP	-	Objective Level of Organisational Politics
IDI	-	In – Depth – Interview
DVT	-	Diversity
EL	-	Employee Loyalty
MTV	-	Motivation
EP	-	Employee Performance
CM	-	Career Mobility
HTMT	-	Heterotrait-Monotrait
CMB	-	Common Method Bias
IVF	-	Variance Inflation Factor
SE	-	Self Efficacy

AVE	-	Average Variance Extracted
CMB	-	Common Method Bias
PLS-SEM	-	Partial least Squares Structural Equation Modeling

*Do Not Copy, Lead City University, Nigeria*