

Chapter One

Introduction

1.1 Background to the Study

The workforce is an essential element that cannot yet be replaced in any firm. The workforce is made up of people from different origins, cultures, traditions, and beliefs, all of which will undoubtedly show in the ways they do their everyday job tasks. This is true despite the new age of technical and technological developments such as artificial intelligence and new approaches. Therefore, competition or politics will inevitably arise wherever there are people involved, whether on an individual or corporate level, and will significantly affect the employees' intentions or ambitions, their behavior, their emotional well-being, their productivity, and their ability to advance within the organization.

Conversely, for any organization in today's business world of high competition to remain relevant will have to realize that the value of human resources is of great importance and organizations success depends on the performance of its total labour force and its attitude^{1,2}. Organizations also play a critical function in the evolution of humanity in this contemporary world. Although despite the fact that competition has drawbacks, it also unquestionably has advantages³. It is evident that people engage in competitive behavior with one another in an effort to maximize their own advantages and benefits. These processes' existence has facilitated the emergence of organizational politics. Politics, which focuses on attempting to acquire and develop personal advantages, can be seen as a result of the rivalry. Politics is a strategy that people use to obtain an advantage over their opponents in a competitive environment.

Even if politics allows people to gain advantages, the perception of justice is regarded as the most crucial factor in a politically structured organization. Organizations work to uphold justice internally by creating regulations and adhering to the legal system⁴. With organizational justice, every individual in an organization can get as much as they deserve. Organizational politics had been the subject of a number of studies up to 1980, but it really began to get attention when numerous researchers made an effort to fully understand it. Almost all of the research and analysis since then has demonstrated that politics are present in every organization.

Organizational politics is an essential fragment of any organization. This is a fact of organizational life and occurs frequently in all organizations⁵. In any human society, organizational politics cannot be avoided. However, top management has the right to tactically reduce the negative effects of politics on the management or employee sides of the organization by implementing both targeted management strategies to address organizational politics as well as broader management approaches. The understanding of politics and how it works at the workplace, therefore, is an inherent part of people management⁶. A person's egotism and plans within the corporation not considering the impact on the organization in achieving its goals is known as corporate or organization politics. Additionally connected to this are relationships involving power and authority as well as subjective human conduct⁷. Organizational politics is a secretive method of acquiring and headlining adjudge control. It alludes to the influencing strategy and the actions done to maintain personal control at work. Most often, it is observed that employees utilize organizational politics as a weapon to abuse their position, become immensely popular, and undermine another employee's reputation for their personal

gain⁸. An obvious point regarding workplace politics is that it typically results in hostility and has a negative effect that decreases productivity. While not undermining the significance of other work outcomes, the significance of organizational or cooperative politics lies in its possible effects and repercussions on the work resultant like employee job performance, employee job satisfaction, organizational commitment, and employee motivation ⁹.

However, organizational factors ranging from the political part have a lot of influence on employee commitment and job outcome upon this the research will look at the concept of career plateau in the organization which simply refers to a degree of experience and frustration that workers in a company where career growth for employees is not feasible. Employees who reach a career plateau may indicate their intent to resign from their current job and find another, a practice known as turnover intentions. The perceived possibility that an employee will remain with or leave a company is referred to as turnover intention^{10, 11, 12, 13}.

Organizational politics, career stagnation, and employee commitment are three elements which may result in showing unfavorable repercussion on the production sector's ability to recruit and retain experienced workers. It is the responsibility of the employer to ensure employee are committed to the organization which is the greatest asset. Employee commitment increases productivity and compatibility, increases loyalty to the workplace, increases accountability and prevents employees from planning to leave their current organizations. Employee commitment has been a contentious issue in organisational and management research. According to study findings, the concept is a behavioural phenomenon that (a) describes an employee's moral obligation to stay with a

particular organisation and (b) has an impact on their choice to remain with or leave the organisation^{14, 15, 16}. When an employee's career reaches a plateau, their chances of advancing in rank and receiving a concurrent promotion are either slim or nonexistent. The underpinnings of this definition were examined, and it was found that they were limited in light of the fact that there is not universal agreement regarding the detrimental effects of career plateauing^{17,18}. Career progression is not an aspiration to many employees due to the fact that only very few percentages of employees will reach the apex of their career under the pyramidal structure of the organization. Recently, the unstable global economy and the associated organisational adjustments due to downsizing, productivity improvements and demands for lower cost of resources have increased the likelihood of this prospect. productivity improvements and demands for lower cost of resources¹⁹. The definitions and findings of earlier studies on career plateauing have been erratic. While some studies have discovered a significant difference between managers who have plateaued and those who have not, both in terms of job fulfilment and progression satisfaction. Regarding job satisfaction with need fulfilment, there have been reported to be insignificant differences. While the studies have contributed to the understanding of attitudinal and behavioral resultant of career plateauing, the absence of structured differences between non-plateaued and plateaued employees points to elemental challenges with research on career plateauing.

This study hypothesizes that employees are identified by the two types of career plateauing and the element of the plateau are limited, and the classification of the operation shows that managers can get to a certain position in which they discovered that the demands of their employment are no longer challenging. Like workers in other

industries, when they reach a career plateau, they look for methods to leave the field and transition to one with greater challenge and job satisfaction. Organisational politics, career plateauing, and their outcome may be directly related, according to some hypotheses and research^{20, 21,22}.

The gas processing industry was found to be the most appropriate area to conduct this research study since people working in this industry possess specialized skills and most times their job is routine based which are mainly needed in this industry and not easily transferable to other industries making these employees prone to career stagnations because they cannot easily switch jobs to other industries. This research was underpinned by three variables Organizational politics, management plateau and employee commitment in the selected study organizations.

1.2 Statement of the Problem

Organizational politics become inseparable from organizations processes and it seems to be one of the instruments engaged to either advance, demote or stagnate employees' careers in the long run. Due to the detrimental effects of this action, several employees left their jobs. Organizational politics can be deployed by senior executives as a strategy to succor the organization to excel. Managers and employees who focus on the political aspects of their jobs may not have much time to focus on their tasks. One of the most difficult adverse effects of the divisive nature of politics is the rise in personnel turnover. Many employees do not want to work in a long-term unjust or poisonous workplace where they are subjected to a variety of political actions^{23, 24}. As a result of

such situations, employees may feel compelled to leave or develop an unfavorable attitude toward the company.

In contrast, some scholars indicated that organizational politics may also have positive effects if the behaviors are in line with organizational targets. According to reports, organizational justice also affects job fulfillment and turnover, with acumen of organizational fairness having a favorable effect on workers' productivity. According to the interconnection linking organizational politics, career plateauing, and organizational equity, when organizational equality views are high, the connection linking organizational politics and intention to leave weakens^{25, 26, 27, 28}.

Moreover, when it comes to the use of superiority or relationships with supervisors over coworkers, organizational politics can be either beneficial or harmful. The two political rules that are discernible in every organization are positive and negative political behavior. Because the management is not fully accountable²⁹. The unfavorable political behavior breaches the organization's stated norms. Any company that fosters this sense of camaraderie and motivation among its workers and upholds equal rights will steer clear of conflicts that can impede the organization's progress. An employee's job may be lost due to organizational politics.

This can also lead to employees plateauing slowly or no promotion for a longer time or turnover, provided on the people involved. This can also lead to employees plateauing slowly or no promotion for a longer time or turnover, depending on who is heading it.

A career plateau is a serious issue for an organisation since it causes employee resentment, which eventually affects the performance of the company. Every

organisation frequently follows a pyramidal hierarchy when it comes to advancements. In these situations, there are fewer positions at the top, which is a crucial factor in reaching the career plateau³⁰. Whenever managers in the workplace have no regards for their employees who work for them, the negative side of power takes hold. This type of managerial behaviour in an organisation can motivate staff to carry out their responsibility by intimidating them with termination of employment and discipline or by creating opportunities for partiality among staff instead of recognizing or rewarding them in accordance with their assessment report, and this causes a rise in staff turnover. This continues to be the fundamental justification for leaders in many organizations to act liberally and give their staff members the chance to provide them advice before making a final decision that could cause conflict among them and damage employee retention.

Organisation leaders should allow free information flows, never tolerate political manipulation, do away with political norms, and also urge managers to interact calmly with their staff members in the organisation in order to lessen the political climate in the workplace. By doing this, organisational politics will become less aware, and workers' morale and task completion will be improved^{31, 32, 33}.

According to claims, plateaued individuals are more likely to want to leave their jobs when prospects to further their careers diminish especially for employee in the managerial positions the unit will suffer tremendously because if the team lead is career stocked there will not be progress for his subordinate^{34, 35}. Increased service demands, more complex technologies, and shorter product life cycles have resulted in a need for

organisational structures that are more horizontally oriented and offer less options for employee upward mobility in the organisational pyramid. Particularly in the field of gas processing and production, mergers and acquisitions also have the effect of reducing the number of employees, which finally leads to a career plateau³⁶.

According to previously published research, employees who reach a plateau are more likely to express low organisational identity, a high intention to leave their job, decreased job satisfaction, low performance, low persistent commitment, and less commitment to their work.^{37, 38, 39} However, employees experience aggravation from organisational politics and career plateauing, which makes them less engaged in their work.

Although there are studies that show career plateauing has gotten significant study interest in public organisation settings, private production organisations have garnered very less attention. According to a practical standpoint, production organisations must comprehend how senior officers' and managers' perceptions of career plateau may negatively affect their job involvement⁴⁰. Especially in light of the enormous number of personnel involved and the mounting pressure to improve performance in response to the escalating geopolitical tension. Understanding whether organisational variables like politics a substantial impact on employees' commitment and is more crucial than anything else.

However, this study attempted to examined the influence of organizational politics on employee commitment with career plateau as moderating variable in the selected gas processing company in Niger Delta region of Nigeria. Although the notion of career

plateauing has been well examined on a global scale, there is a dearth of empirical study in the Nigerian context. It is evident from the foregoing that career plateauing in terms of employee commitment is a basic issue in employee management that requires additional investigation and the development of alternative tactics to address in the Nigerian context.

1.3 Aim and Objectives of the Study

The goal of this study' is to ascertain how career plateau experience influences the employees of the study organisations perceive the relationship between organisational politics and employee commitment. To accomplish the aforementioned, it is specifically necessary to:

- i. Examine the influence of political behaviour on employees' commitment (employee loyalty, motivation, self-efficacy, employee performance).
- ii. Investigate the impact of organisational justice on employees' commitment (employee loyalty, motivation, self-efficacy, employee performance).
- iii. Explore the effect of diversity on employees' commitment (employee loyalty, motivation, self-efficacy, employee performance).
- iv. Determine the influence of job position on employees' commitment (employee loyalty, motivation, self-efficacy, employee performance)?
- v. Investigate the moderating role of career mobility on the relationship between organisational politics and employee commitment?

1.4 Research Questions

The following research questions will serve as the study's compass:

- vi. To what extent does the political behaviour of employees influence employees' commitment (employee loyalty, motivation, self-efficacy, employee performance)?
- vii. In what ways does organisational justice impact employees' commitment (employee loyalty, motivation, self-efficacy, employee performance)?
- viii. To what degree can diversity affect employees' commitment (employee loyalty, motivation, self-efficacy, employee performance)?
- ix. To what extent does job position influence employees' commitment (employee loyalty, motivation, self-efficacy, employee performance)?
- x. To what extents does career mobility moderate the relationship between organisational politics and employee commitment?

1.5 Hypotheses

Intending to accentuate the above study objectives, the subsequent null hypotheses were framed to test the statistical significance and validity. The five null hypotheses listed below were developed and put to the test in order to meet the goals of this study. Political behaviour of employees has no significant influence on employees' commitment (employee loyalty, motivation, self-efficacy, employee performance)

H01: organisational justice has no significant impact on employees' commitment (employee loyalty, motivation, self-efficacy, employee performance)

H02: diversity has no significant effect on employees' commitment (employee loyalty, motivation, self-efficacy, employee performance)

H03: job position has no significant influence on employees' commitment (employee loyalty, motivation, self-efficacy, employee performance)?

H04: career mobility does not moderate the relationship between organisational politics and employee commitment.

1.6 The Significant of the Study

This segment shows the contribution of this work towards the broad literature or contribution towards the set of broad educational problems upon completion. The major reason for this thesis is to explore the factors that causes career plateauing and the role organizational politics played in ensuring employee at all levels get fulfilled while at work and the effect organization politics has on employee during work and non-work period. The significance of this study cannot be emphasized and can be understood from the following perspectives.

Researchers and Scholars

Findings of this research work will add more literature that can be used in future studies on effect of organizational politics, management plateau and employee commitment situations both in academia and research. This study will generate more data for further research and practical reference.

Policy Makers

The findings will be important to regulators and labour unions in particular, (PENGASSAN) Petroleum and Natural Gas Senior Staff Association of Nigeria and (NUPENG) Nigeria Union of Petroleum and Natural Gas Workers is a trade union representing workers in the extractive industries in Nigeria. They conduct the overall supervision of employee welfare and represents the interests of all the employees working in the Oil and Gas sector in Nigeria. They can therefore borrow some useful findings from this research which can be useful in policy formulation within the labour union. Professional associations, for example, Nigeria LP Gas Association (NLPGA) is the professional body that protects the interests of LP Gas industries in

Nigeria and also encourage professionalism of high standard and ethics among its members. Nigeria Gas Association (NGA) is responsible for the continuous professional development for its members.

Employees

This research sought views and opinions from employees and management so its output will definitely be useful in improving their work situations. Therefore, solutions generated from this study if implemented will help address the challenges they face in those organizations that could possibly boost positive organizational behavior. Members of Staff of the two selected organization that was used as a case study have sufficient understanding of the importance of positive organizational politics and why it is necessary that they are aware of signs of career stagnation in their organization from time to time.

Management

Findings from this research will provide insight to management and therefore help them in their efforts towards improving the work environment for employees. It will also assist top management in making strategic decisions that will increase employee job dedication and responsiveness to work, which will bring about development for the general growth of the organisation. This will build and strengthen a mutually beneficial relationship between the employees and management.

Human Resources Professionals

The findings could be adopted to educate or guide employees appropriately to ensure industrial harmony and effective human resources management morals. The research

will support the Human Resources Department in developing and implementing a well-organized standard operating handbook that includes information on promotion procedures and deadlines.

Researcher

This work will also be incredibly helpful to future scholars as a source of information for more research. The study will be helpful to the researcher given that it will enable him to achieve his goal of earning a PhD in human resources management.

1.7 Scope of the Study

Content:

This study focuses on investigating the link between organisational politics, career plateau and employee commitment. in the selected Gas production companies. This study focuses on the Gas Processing companies in Niger Delta region of Nigeria. The respondents will be full-time employees of SPEC Energy Limited and Stalling Global Oil and Gas Limited who has been serving in their current position for up to three years in the same organization. The variables for the study are organisational politics as the independent variable (X) career plateau as the mediating variable and employee commitment as the dependent variable (Y). Below listed are the sub-variables for each of the above-listed variables. **Organisational Politics:** Political Behaviour, Organisational Justice, Diversity and Job position. **Career Plateau:** Job Satisfaction, Career Mobility and Job involvement. **Employee Commitment:** Employee performance, Self-efficacy, Motivation and Employee Loyalty.

Geographical

The study's geographic scope is Delta State in the South-Souths region, of Nigeria Ukwani Local Government Area. These two Gas processing companies SPEC Energy Limited and Sterling Global Oil and Gas Limited were chosen for the study which covers the entire workforce of the selected organisations across senior and junior cadres who have been in the employment at the establishments for not less than three years and above.

The fieldwork for this research will be conducted between 2021 and 2023.

1.8 Limitation of the Study

As with every study initiative, certain limitations are unavoidable and out of the researchers' control. The study's first drawback is that it was conducted in a particular industry. The information was acquired from the gas processing industries in Nigeria's Niger-Delta region.

The development of multi-sided data, both quantitative and qualitative, supplementing and examining the phenomena from the perspective of management and non-management employees to determine the information, might be seen as the study's second restriction.

The third study flaw is the fact that the sample size was not very large. The sample set was adequate and statistically sound given the use of statistical methods like factor analysis and structural equation modelling. Although the basic requirements for statistical analysis were met in this study, a higher sample size is preferred in SEM. However, a wide range of

statistical approaches have been applied to validate and support the findings, therefore it is possible to assert that the findings of the study are accurate.

The study is additionally constrained by financial limitations because no outside entity or organisation provided funding for it; as a result, the researcher had to use personal resources to do so. The study was also constrained by the respondents' desire to provide information for the study; as a result, not all of them returned their questionnaires. However, this limitation was surmounted by the foresightedness of the researcher to provide internet data for some of the respondents.

1.9 Operational Definition of Terms

Career Plateau: This is a stage of being stocked in a career beyond which further promotion is delay or not forthcoming for a longer period of time. The probability of not getting further responsibilities or assignments.

Career Mobility: is characterised by employees moving across levels, roles, and even sectors. It served as a benchmark in the past for gauging growth and achievement. Additionally, it served as a tool for motivating staff members and assessing the worth of their contributions to the company.

Job Satisfaction: This is a level where employees derive marginal utility from the Job. Associated with the attitudes that a person has towards their employment. The term "job satisfaction" refers to a person's sense of fulfilment at work and the overall dynamic between the employee and the employer, which serves as a driving force for productivity. The feeling of accomplishment at work, not self-satisfaction, fulfilment, or contentment, is what matters.

Job Involvement: The term "job involvement" describes an emotional condition of connection with one's employment or the extent to which a job is essential to one's identity. It has been viewed as the key to unlocking employee engagement and boosting productivity from an organisational standpoint.

Employee Commitment: The link that workers have with their organisation is what makes them committed. Employees that are dedicated to their company typically experience an attachment or connection with it, a sense of belonging, and a comprehension of its objectives.

Employee Performance: covers the manner in which employees carry out their duties and a person's flexibility in exceeding job restrictions for the organization's advantage.

Employee Loyalty: These are employees that are committed to the growth and achievement of their business and believe that working there is in their best interests. In addition to having the intention of staying with the organisation, they also don't actively seek for alternative employment opportunities.

Motivation: The sensation that drives a person's actions or behaviours in relation to a specific task or activity is referred to as motivation. A person's motivation is a psychological factor that motivates them to act in a certain way. A person is motivated positively when they are cheerful, energised, enthusiastic, and self-driven, and negatively when they are demoralised, unhappy, lazy, and gloomy.

Employee Self-efficacy: This refers to a person's capacity to carry out activities successfully, allows workers to form deep professional bonds, and fosters their loyalty to

their businesses. Self-efficacy describes people's opinions of their talents in a particular situation.

Employee Engagement: The degree of a person's psychological and emotional attachment to their employer and employment is known as employee engagement.

Political Behavior: Politics-related thinking, feelings, and behaviours are the subject of the study of political behaviour.

Intention to Quit: Can be referred to as a situational reaction to organisational issues that leads to voluntary and involuntary permanent withdrawal from an organization,

Organizational Politics: Organizational politics alludes to a person's self-interest and ambitions within an organization without regard to how it might influence the ability of the company to achieve its goals.

It is a process that has to do with interactions between power and dominance and gratifying human behaviour. Organisational politics is a covert procedure to acquire and display perceived influence.

Organisational Justice: relates to the way an employee views the activities, choices, and actions of their organisation and how these affect the individual's own attitudes and conduct at work.

Political Behavior: This simply referred to individual person's behavior and the spontaneous unstructured attempt at persuasiveness or influencing others within an organisation. Structured efforts at influence that are a part of a person's job description are not included in this type of behavior.

Diversity: Understanding that every person, home, community, and societal group has unique characteristics that describe people who are different from one another is also important in order to revere and recognize the full range of human traits and features in their sociocultural, historical, and cultural contexts. All of these things are related to the diversity construct and idea process.

Job Position: A job role is a task that an employee does for the firm. It consists of the tasks and assignments you complete every day. Every employee is assigned a job position with clear duties and responsibilities that help the company achieve its goals, over time, employees become more acclimated to their everyday jobs and improve their grasp of job roles.

Endnotes

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Chapter Two

Literature Review

The perspectives, ideas, opinions, and thoughts of various scholars, authors, and theorists on Organizational Politics, Career Plateau, and Employee Commitment are discussed in this chapter. Reviews of the conceptual, theoretical, and empirical work, conceptual framework, model specification, and synthesis of gaps in literature were reviewed and grouped into themes that were pertinent in relation to the research objectives. The pursuing concepts were examined:

2.1 Conceptual Review

2.1.1 Concepts of Employee Commitment

2.1.2 Concepts of Career Plateau

2.1.3 Concepts of Organizational Politics

2.1.1 Employee Commitment

Employee commitment could manifest in a variety of ways. Consequently, it is commonly considered a human resources variable that is difficult to define. Controversy and confusion can result from the circumstances, course, and growth of commitment as well as how much it affects behavior and attitude. Employee commitment is a flexible concept with many possible interpretations. Employee commitment is characterized as "the intention to stick with approach and a lack of flexibility with plans, usually"¹. Additionally, the degree to

which the workforce points out with their company and are devoted to helping it reach its goals and objectives is measured by their employee commitment².

Employee commitment is the level of dedication that employees have to a certain organization, both psychologically and academically. Personnel satisfaction is a kindred of employee commitment¹. The link between employees and their company is represented by their devotion. Employees that are committed to their company typically feel a sense of belonging, a connection, and a grasp of the company's objectives. Such personnel contribute value because they are more dedicated to their work, more productive, and more willing to help out when needed. There have been several attempts to define "employee commitment." Here is one of the most comprehensive definitions, taking a multidimensional approach and in their definition considering the commitment as affective, continuance, and normative perspectives^{2,3}. The affective aspect of commitment is an emotional bond with and involvement in a group; the continuation aspect is the perceived cost of leaving a group; and the normative aspect is the sense of duty to support and stay a member of a group.

Consequently, according to definitions like the one previously mentioned, employee commitment is a relationship connecting the employee and the organisation that makes the person want to keep working for and helping the organisation achieve its goals. The importance of "employee commitment" is clearly expressed by a number of authors. Because they lessen the incidence of negative behaviour and enhance service quality, employees who feel strongly about their organisation have a beneficial effect on organisational efficiency. In addition to being more suited, efficient, and productive, a devoted employee is also more fulfilled, satisfied, loyal, and responsible. They proceed

to note that organisational commitment not only boosts achievement in a particular function but also motivates people to carry out numerous volunteer acts important for organisational life and high-level system success³.

Organisational citizenship behaviours (OCBs), or extra-role behaviours like creativity or imaginative thinking, are often what preserve organisations competitive; creativity is the capacity to think in novel, distinctive, and unheard-of ways. Committed employees are more likely to engage in OCBs². Employee commitment, according to other authors. Employee commitment reduces employee turnover, wherein was described as the circumstance that occurs when workers choose to leave their positions or are forcibly fired, ⁴. As opposed to involuntary turnover, which occurs when an organisation fires an employee for performing poorly or undergoes organisational restructuring, such conditions are started by the individual, for example, when they resign their job and look for another one. According to research, committed employees are devoted to the company, uphold its principles, and support its objectives. They have few reasons to depart as a result⁵. Employee commitment has been linked to organizational change acceptance. A purposeful introduction of new methods of thinking, behaving, and operating results in organisational change, which is an empirical observation of variations in shape, quality, or status through time in an organisational entity. When an organization embarks on transformation projects, employee commitment is essential since engaged staff members bring a wealth of advantages to the organization. Employee acceptance of organisational change demonstrates that committed employees bring a wealth of advantages to the organisation going through change. Worker willingness to embrace organisational change shows that loyal employees contribute a

plethora of benefits to the organisation undergoing change⁶. Organisational commitment, on the other hand, enhances employee knowledge exchange. Knowledge sharing is a technique by which one person shares his or her expertise with others so that others can comprehend, appropriate, and use that knowledge. Therefore, knowledge sharing entails the mutual sharing of expertise, talents, or skills between individuals, friends, and members of a family, group of people, or organisation.

In conclusion, the various scholars referenced above concurred that employee commitment is significant in terms of optimizing employee job performance. This is due to the fact that it lessens the frequency with which workers display unproductive behaviour, encourages organisational citizenship behaviours (OCB), lowers turnover among staff members, increases workers' willingness to embrace organisational change, and enhances information exchange within the workplace. Given the significance of employee commitment (EC), one objective of EC research is to pinpoint its causes in order to control them in a way that will increase EC. The antecedents of EC can be determined using a variety of ideas⁷.

The significance of a commitment to work: In recent years, the literature on human resources has given a lot of emphasis to the importance of a commitment to work. Data on employee commitment is a key indicator of the loyalty of employees and an organization's effectiveness. Organisations are under perpetual strain to thrive and excel. Due to reasons like globalisation, competition is more intense than it has ever been. The increased pressure has made employers' loyalty to their workers less of a given, and the idea of long-term employment has likewise lost favour. Underperforming organisational

units are now reorganised. Additionally, employees who don't perform well are more likely to be fired.

As a result of this tendency, together with people's significantly enhanced individuality, employee loyalty to the workplace and the organisation has grown to be considerably less of a certainty. This highlights how crucial it is for staff members to feel a sense of belonging to the company and engage in specific (beneficial) behaviours. Employees that are committed contribute significance to the company through their tenacity, actively involved assistance, comparatively high level of efficiency, and awareness of quality. Committed workers are also less likely to get sick off the job or quit their employment altogether. Employees who aren't devoted to the company could harm it and impede its progress⁷.

2.1.1.1 Employee Performance

Employee performance management: This is the procedure used to ensure that the entire workforce has a shared understanding of the organisational goals. It involves coordinating organisational goals with established benchmarks, proficiency standards, training programmes, and delivery of outcomes. Improvements to the organisational framework and the importance of management are prioritised in order to fulfil the organization's commitment to implementing the overall business strategy and developing a high-performance workforce.

Outcomes are regularly used for evaluating the performance of workers. Nevertheless, it can be viewed in light of behaviour⁸. Employee performance is measured against the company's performance standards and performance can be measured using a range of

indicators, including productivity, efficiency, effectiveness, quality, and profitability⁸. Profitability is the capacity to generate earnings on a consistent basis throughout time. It is computed as a return on capital used or as a proportion of the gross profit divided by sales⁹. Effectiveness, as well as efficiency, are two distinct ideas. It is the capacity of employees to achieve their intended objectives or goals, while efficiency is the capacity to produce the intended outcomes with the bare minimum of resources required. Productivity is the proportion of input to output. It evaluates the degree to which a person, business, or sector transforms basic materials into finished products and services¹⁰. The quantity of output produced per unit of resources used Quality is directly related to a characteristic of a product or service that displays its capacity to meet expressed or implicit needs. It is achieving increasingly better products and services at increasingly lower prices. show that happy and pleased employees perform better, and that management finds it easy to push high performers to meet company goals ¹¹.

Factors Affecting Employee Performance

The relationship between management and employees: Organizing with the people rather than for the people fosters a good performance improvement connection as firms seek flexibility, speed, and continuing innovation. For instance, workers who are free to participate in organizational decision-making are far more inclined to have a trusting relationship with management. Cooperation and mutual trust are helpful in closing the gap between the two parties. Workers will not engage in strikes or work stoppages until all other avenues for settling the conflict have been explored. Because management views employees as collaborators who provide the overall success of the company rather than just as employees, they will be motivated to work harder and refrain from engaging

in counterproductive behaviors, which will lead to greater productivity within the prompt accomplishment of organizational goals and objectives¹². Working conditions: Despite the fact that they don't directly affect productivity or production, certainly do have a secondhand impact. For instance, if the physically demanding or mental work required for some manufacturing operations is demanding, it will jeopardize not only the intellectual property of the company but also trigger accidents, which may result in occurrences like fatalities. The morale of the entire staff may suffer as a result. As consequently, companies should design workplaces that are free of noise, have adequate illumination, and are at temperatures that are comfortable.

Reward System: The main objective of incentive programs is to draw and keep talented workers. Organizations should develop performance-based pay systems for compensating workers according to predetermined performance criteria and profitability targets, or adopt incentive programs that are comparable to those in the sector in which they function. For this reason, businesses must create and uphold a feeling of fairness, equity, and consistency in their systems of compensation in order to encourage competence and performance. **Healthy Unionization:** When management allows for employee-free association with a union, industrial relations are improved. Management and labor unions will engage in collective bargaining to determine the terms of employees' employment. The success and growth of an organization depend on peaceful industrial operations. Performance is always affected when a business is plagued by labor conflicts and strikes.

Teamwork: Coordination of organizational goals and objectives is made simpler when employees of a company collaborate in subgroups. As a result, each team will share

performance objectives, which will raise employee morale and eventually result in higher productivity. Employees are able to achieve greater results in less time when they collaborate as a team because it encourages free communication and brings out complementary skills. This is known as synergy. Teams, nevertheless have the capability to be successful, and how effective they are depending on how well executives and the working team communicate. As a result, managerial support enhances both team and individual performance¹³.

2.1.1.2 Self-Efficacy

In order to manage everyday chores and accomplish goals, it is crucial to have the personality attribute of self-efficacy. Self-efficacy refers to a person's capacity to carry out activities successfully, allows workers to form deep professional bonds, and fosters their loyalty to their businesses. Additionally, as a discrete and dynamic behavior, self-efficacy describes people's opinions of their talents in a particular situation. Self-efficacy is crucial in the Oil and Gas processing sector because people with appropriate self-esteem are far more inclined to be able to handle the demands of particular scenarios than people with insufficient self-esteem¹⁴.

Self-efficacy is the conviction in one's ability to take action in the future to manage a situation; improving self-efficacy can help people gain independence and confidence. Clinical nurses must be efficacious because nurses who lack self-efficacy will do nothing for their patients. General self-efficacy is defined as seeing oneself as competent in dealing with stressful situations ¹⁴. General self-efficacy is defined as an individual's overall belief in one's ability to succeed. Situational self-efficacy, often referred to as task-specific self-efficacy, is a judgment about one's capacity to manage care on one's

own. It measures an individual's overall trust in carrying out a particular task or behavior¹⁴. People's efficacy perceptions influence their thoughts (both stimulating and discouraging), their degree of optimism or pessimism, the steps they undertake to accomplish their goals, how committed they are to achieving them, and how much effort they expend.

The foundation for human motivation, fulfillment, and goal achievement can thus be established using it. The four main Source of self-efficacy that have an impact on human functioning (factors that affect readiness for learning) are embodied mastery experience (actual performance), vicariously acquired experiences (observing others), verbal and nonverbal persuasion, and physiological and emotional arousal. One's perceptions about self-efficacy can be strengthened or weakened by these four key causes¹⁵.

Each person's perception of his or her own effectiveness in the workplace can have an impact on his or her job embeddedness. As a result, workers with high self-efficacy in providing services are far more probable to succeed in achieving the specified goals. A worker can overcome obstacles and problems more successfully with self-efficacy alone. Recognizing the factors that affect employee performance is therefore necessary in order to address the problem of self-efficacy in employee performance¹⁵. Employee retention is critical to the survival of all organizations and also necessary to achieve major objectives.

2.1.1.3 Motivation:

Once workers have been employed and were giving training, they also need to be critically motivated in order to elicit the expected action from them and to ensure they met up with organization demands and fulfill the goal of the organizational. the human capital manager or the employer concentrate on attaining the expectations of the employees from the start when building their remuneration package, appropriately identifying their extrinsic and intrinsic needs while staying within the organization's norms and procedures.

However, this is limited to those instances where we can afford to be flexible in order to attract and keep essential talent without contributing to overall employee discontent. However, substantial issues with employee motivation become apparent when individuals begin to perceive a significant gap between their expectations and corporate promises. Employee expectations can sometimes greatly surpass company obligations, resulting in a dramatic reduction in employee perception.

Employee demotivation has been a persistent issue since the days of the industrial revolution. Such issues did not exist prior to the industrial revolution, because holders of capital and labor services had a single identity, a home-based manufacturing system had a naturally occurring incentive to work. In response to a number of key variables, every aspect of employees' perceptions of motivation are evolving quickly over the world¹⁶. The importance of traditional motivational reinforcers, whether extrinsic or internal, is gradually fading. What motivates people varies depending on the time and place. It's impossible to pinpoint and recommend a single motivational tool that can be used by a wide range of personnel. However, we can attempt to assess the relative value of each tool for a certain group of employees inside a homogeneous firm¹⁶.

Furthermore, motivation was defined as the process that explains the willingness of an individual's willingness and disposition in accepting more responsibilities to each organizational goal, conditioned by the ability to achieve specific individual needs." Everyone needs motivation to get things done and to stay on track with a plan of action they've already started." Motivation, on the other hand, is defined as an invisible force that pushes people to act in a certain way¹⁸. The author of this definition thinks it has some qualities that set it apart from others. First of all, it is less general than numerous other definitions and instead concentrates on motivation in the context of careers and employment. His concept was meant to cover behaviours like either joining or leaving a company, showing up on time, complying with supervisory orders or not, as well as embracing a job transfer. The force that pushes, guides, and sustains behaviour is motivation. It can be extrinsic, where behaviour is impacted by circumstances that happen when tasks are done or for individuals to be motivated, or intrinsic, where behaviour can be influenced by elements that come from the job itself and are self-generated¹⁹. In accordance with the aforementioned definitions, the idea of force appears to be a crucial component in describing motivation since it allows the idea that motivation levels may vary based on the situation and makes the definition consistent with the work of other authors²⁰.

The employees' perceived requirements, addressed, to improve performance and productivity, have now been recognised as motivational factors. The best way to understand motivation, however, is as a decision-making process. It may be "internal or external to the individual that stirs up enthusiasm and perseverance in pursuing the achievement of a particular plan of action." A physical or psychological need or deficit

sets off the motivation process, which then prompts behaviour or a drive towards a target or an incentive. There is no such thing as an organization-specific motivation tool because motivation is a dynamic organizational behaviour issue. Perhaps the subject of motivation drew the most interest from management theorists around the world. As a result, all definitions agree that motivation is a behaviour all syndrome that develops when there is a perceived misalignment between employees' needs and expectations²⁰. As apparent inconsistencies grow, employees lose motivation, which lowers their overall level of productivity and output. On the other hand, if the gap is closed, employees will be more motivated to give their all-in achieving business objectives. From an organisational perspective, the motivation process adheres to specific processes that must be regularly assessed and strategically planned in order to sustain its optimal regeneration.²⁰.

Intrinsic Motivation

Intrinsic motivation refers to internal motivational factors that each individual experiences. a motivation to carry out a given task out of a sense of importance or because doing so will allow him to fulfil a desire or produce results that are consistent with his worldview. Our strongest motivations come from our deepest wants²¹. Three types of intrinsic motivation can be distinguished. In the first category, people engage in action for its own sake since they find the activity to be an indication of joy and fulfilment. For instance, activities that one decides to engage in while on the job to do an amusing task. The second category comprises monotonous tasks that bore you but that you must finish because it will make you feel stressed. For instance, meeting a deadline at work makes you feel accomplished. The third structure, which focuses on conformity,

asserts that people are motivated to act by norm compliance for reasons of their own. These criteria could be moral ones, a dedication to the group's members, or an intention to act in accordance with principles of fairness or substance²¹.

Extrinsic Motivation

When someone is motivated to behave by outside forces that persuade them to do so, this is known as extrinsic motivation. Extrinsic motivation refers to any action taken to achieve a goal that is apart from the action itself. In the working environment, extrinsic motivation is a drive to fulfil demands or attain objectives that are unconnected to the work directly. These standards could include moral principles, dedication to the organisation, and a readiness to behave in accordance with justice, whether it be material or procedural²².

Motivation by Extrinsic Factors Extrinsic motivation is when someone is motivated to behave by something outside of themselves. Extrinsic motivation refers to any action taken to produce a consequence that is different from the action itself. Extrinsic motivation in the overall scheme of a career, extrinsic motivation refers to the drive to fulfil demands or accomplish goals that are unconnected to the work itself. One of the most important strategies for increasing output and retaining staff appears to be motivation. Companies that use incentive programs hope to recruit new workers while also encouraging current workers to produce their best work. One of the tactics to motivate and keep personnel is to give out conventional awards, cash benefits, and compensation incentives to recognise good achievement²³.

This contributes to employee motivation, as evidenced by their behavioral compliance with organisational objectives. It is essential to discover any employee need shortfalls at the first step. Extrinsic and Intrinsic needs are the focus of need deficiency. Extrinsic requirements are those pertaining to material and observable rewards²².

Extrinsic needs encompass better cafeteria, facilities, better medical facilities, greater incentives and bonuses, and better salary.

Intrinsic needs, on other hand, are those that are abstract in origin and are tied to mental fulfilment. These requirements encompass rising status, difficulties, an impression of the community, chances for development and creativity, acknowledgment, a sense of accomplishment, and others. Extrinsic and intrinsic factors' seriousness in terms of "man-days lost" cannot be assessed, though. The discovery of a successful method to fill need gaps assists in the formation of goal-directed behavior among workers to accomplish company targets. In the third stage of the motivating process, organizations enforce goal-directed behavior. Employees' performance and productivity improve as a result of goal-directed behavior, which influences compensation strategies and other motivational reinforcers²³.

2.1.1.5 Employee Loyalty

Employees with high degrees of employee loyalty are those that are committed to the growth and achievement of their business and believe that working there is in their best interests. In addition to having the intention of staying with the organisation, they also don't actively seek for alternative employment opportunities. Loyalty has both internal and external components. In a deep way, loyalty is a close relationship. The interior

dimension includes the emotional component. It includes feelings of pity, kinship, and devotion. The area that has to be promoted and focused on is this one. The outside feature relates to the way loyalty is manifested in the world. This dimension, which reflects the emotional component through behaviors, is the one that varies the most in terms of loyalty. The first approach is to reframe loyalty as inward impulses or sentiments that might appear in a number of fresh contexts. Conversely, what transpires Executives in organizations usually assume they have a strong loyalty to their employees, and the organization has established procedures to show it. Strongly loyal workers, however, don't often manifest such commitment in ways that upper management can observe. The terms of commitment today differ greatly from those of the past. Instead of blind organizational commitment, employees show their commitment to the company by working for it. Companies that can accept the fact that they must put up extra effort to win employee loyalty will prove more competent to attract and retain the most bright and skilled workers. Infact, research demonstrates a significant correlation between company and investor return on investment and staff retention rates. Happy workers produce happy results²⁴.

2.1.2 Career Plateau

Career Plateauing is referred to as a scenario when an employee's professional intramobility is restricted both vertically and horizontally. An employee whose career has abruptly ended or who has reached the point in their job where further advancement in the hierarchy is doubtful is simply referred to as a plateaued employee. At first, it was believed that a career plateau marked the moment at which a person had little possibility of moving up the corporate ladder.

2.1.2.1 Job Satisfaction

Job satisfaction is a concept that is unquantifiable. Considering how employees act in the workplace is the only way to pinpoint or measure it. This is in line with one's objectives and targets at work, and consequently, with management. The sense of fulfilment in the workforce is increased when the results meet expectations, and vice versa.

Employee and job satisfaction are two distinct components. One's feelings are related to how fulfilled they feel with their job. Employee satisfaction is how they feel about other people and the business as a whole. Job satisfaction was conceptualized by the researcher as a concept that is difficult to quantify. Understanding how employees act in the workplace is the only way to pinpoint or measure it. This is in line with what one could want to achieve at work, and with the goals set by management as a result. Results that meet or exceed expectations improve employee satisfaction, and vice versa. The employees that achieve good results in a company are always those who derive joy and satisfaction in what they do. Because the organization's projects and goals become their "passion," As a result, they become more devoted and generate greater outcomes, making job satisfaction a crucial factor in any job circumstance.

Based on their opinions, a number of academics and authors have defined job satisfaction. Job satisfaction is defined as any type of combination of psychological, and external factors as well as physiological variables that leads an employee of an organization to state honestly that he or she is satisfied with the use they make of their time before departing²⁵. According to this concept, the factors that genuinely contribute

to a feeling of pleasure serve as a proxy for job satisfaction. Another definition states that job happiness is determined by how well people are oriented toward their tasks and schedules²⁵. This definition placed an intense focus on the part that staff members play in the workplace. The most common definition of "job satisfaction" indicates that it focuses entirely on how people feel about their overall job, with special emphasis on how much they like or dislike their jobs²⁵. Because of this, job satisfaction and discontent are always present at various times and in various situations. Work satisfaction is a metric reflecting the degree to which employees are with their occupations. Job satisfaction has an immediate influence on employee performance and additionally on the general psychological well-being of the workers. It may be defined as feelings of accomplishment and how effective an employee is at their job. But different people can have different perspectives on job satisfaction, which is seen to be multifaceted and complex. It is commonly connected to motivation, though it is uncertain how closely connected they are²⁶.

Factors Determining Job Satisfaction: Job happiness is influenced by a number of factors at work, including compensation packages including pay, prospects for growth, working environment, and workgroup. The determinant's outcome also serves as a benchmark for job satisfaction. of displeasure as well as the outcome ²⁶. Job discontent should be considered while discussing concerns of job satisfaction to ensure that there is a balance. Although discontented employees might not leave their jobs, their perceptions of unhappiness can affect both themselves and their coworkers due to the way they perform and the services they offer in that these unhappy workers have a propensity to act hostilely toward other workers in the workplace ²⁷.

For an organization, job satisfaction offers various advantages. Among the most significant are: In addition, it contributes favorably to employee recommendation programs, lowers employee absenteeism, lowers long-term HR expenditures, enhances worker efficiency, and improves retention of staff members. Knowing the value and ensuring that people are happy in their jobs is critical for every company. There are frequent elements that might improve employee satisfaction factors such as remuneration, an Employee Benefits Package, security of job, working environment and terms, Career growth, and then on.

There are no specific components to overall job satisfaction. Management must be on top form in order to impress workers and disprove workplace myths. The days of believing that a large salary is more important than job fulfillment is over. In today's office, interpersonal relationship among workers is essential in order to avoid job unhappiness. You'll be able to do so by completing an employee engagement survey, which will allow you to uncover the important factors that drive contentment. According to studies, eight out of 10 workers are dissatisfied with their occupations it is now the responsibility of the management to ensure that this truth does not apply to their organization. Employees are more satisfied when the results meet their expectations. Employee and job satisfaction are two separate factors to consider. It has to do with one's feelings if one is content with one's job. Employee satisfaction has been identified as a person's feelings toward others and, as a result, the company ²⁸.

2.1.2.2 Career Mobility

The notions of mobility and careers will be introduced initially, based on the review of many previous definitions and the creation of a new construct. The intra - organisational mobility

technique is as follows in general: Various members join the organization through a variety of "entry ports." Some members quit the organization during their tenure, while others move into related jobs in a number of ways. While some members departed through various "exit ports", some employees work in organisations with low-wage until retirement, while a chosen minority "moves up" to the pinnacle. The majority of the movements aren't thought to be random. There have been some true patterns of mobility that can be measured and classified, and which are critical for both individuals and organizations. Organizational mobility can be a career, a reward, a source of advancement, a life stage, or a goal for an individual. Most job movements have an impact on an organization's formal structure, determine its future pool of resources, and so directly contribute to its effectiveness and survival. All structured, sequential, and work-related job changes should be considered career mobility²⁹. The word "career mobility" relates to a range of job structures. Following are descriptions and a general overview of these concepts, with a focus on how they pertain to today's workplace. According to a previous study that looked at the privileges or opportunities as a turnover factor. Afterwards, the workplace moved from the old career paradigm of long-term, consistent employment within a company, in favour of new career forms. This increase in mobility has led to a rise in the study of career mobility and chances for mobility inside the workplace³⁰. As a result of this rise in mobility, there has been an increase in the study of career advancement or mobility and opportunities inside the workplace³⁰. Career mobility has been studied for many years and has been conceived, operationalized, and given many different names by authors. As a result, there does not appear to be a widely accepted term in the literature. As a result, the construct must be clarified and refined. The words inter-organizational career mobility and intra-organizational

career mobility are important in this study. The former refers to an employee who leaves one company and joins another organisation, Whilst the last term describes a worker who switches careers or occupations while still employed by the same company, A person's job title, hierarchy, or responsibilities may change as part of a job shift³¹.

Changing one's line of work to make a living at a certain moment is referred to as changing one's occupation or occupational change. Occupational transformation necessitates the acquisition of transferrable skills, knowledge, and responsibilities that distinguish the occupation from others ³¹. Inter- and intra-organizational movement is supposed to be voluntary options for intra- and inter-organizational mobility has traditionally been studied independently, with some studies concentrating solely on one type of mobility.

The idea of perceived and/or actual career mobility has been described by numerous authors using a variety of words. Alternative job opportunities, external mobility, career expectations, internal and external flexibility, perceived employment alternatives, and career opportunities, and mobility slang Job hopping is a popular, coined term that refers to shifting from a particular job and join another organization simply to get more and more beneficial possibilities.^{30,31}.

The concept of career mobility needs to be refined by distinguishing between distinct types of change, such as job, organizational, and professional change. This study categorizes these particular types of change under the general term "career mobility, Individuals' impressions of their ability to shift between professions, occupations, and organizations which this study focuses on. Due to this, it is the perception of career mobility that is measured rather than actual career mobility³².

Career mobility preference

Individuals frequently have preferences when it comes to career mobility. When analyzing employee movement between organizations, several authors have concentrated on job-hopping^{31, 32}. In analyzing career mobility and retention, several scholars have highlighted the necessity for opportunities for progress. The definition of organizational mobility preference is the "firmness of interest in continuing with a single (or multiple) employer(s)". As a result, someone with this personality type may feel more at ease with, or choose to shift between, multiple companies throughout his or her career. Not only does the choice for inter-organizational career mobility matter in this study, but so does the preference for intra-organizational career mobility³³.

As a result, A person's inclination for intra-organizational (moving within the same company) and inter-organizational (changing jobs and occupations within an organization) mobility, as well as the acquisition of skills that may support job or occupational change, is referred to as career mobility inclination. Mobility choices are influenced by personality traits, career interests, values, and attachment patterns. Given the autonomy of employment³³, recognized values as one of the fundamental factors of a demand for mobility. As a result, the importance of self-direction fosters confidence in one's capacity to make career modifications³⁴.

2.1.2.3 Job Involvement

According to the researcher Job, involvement is the actual level of employee connection to their job the marginal utility they derived from doing what they do and the feeling of satisfaction. The level of a person's psychological identification with their job or the

importance of it to their total self-esteem is referred to as job involvement. Involvement in the workplace as a concept was first articulated in 1965³⁵. Different researchers in the literature have characterized it in a variety of ways. The level to which a person understands the significance of a job in their life is known as their level of job participation. Job involvement implies how strongly someone feels that his or her employment is crucial to who he or she is³⁵. Job involvement can be categorized into four categories based on various definitions provided by scholars. Firstly. Active participation in the workplace. Secondly Work is seen as a central source of interest in one's life. Thirdly. Performance compatibility with self-concepts, and fourthly. Performance as a source of self-esteem, individual cognitive requirements fulfillment³⁶. Job participation can be more precisely defined as a set of attitudes impacted by the environment and consisting of emotional and behavioral components. The impact of organizational features on the amount of job participation is demonstrated using this approach to job involvement³⁷.

The level of a worker's psychological connection to their job is referred to as job involvement. Job participation is an important factor that influences employee and organizational outcomes another factor was added the extent to which the position is essential to the worker's overall self-image since it allows him to meet important requirements and is a valuable source of fulfilment for basic requirements³⁷.

Job involvement refers to how important a profession is in a person's life; it also It describes a person's psychological affiliation with their employment. Another facet of the level of enthusiasm a worker has for his or her profession is known as job involvement.

A crucial and expanding topic in organizational behavior is job participation. The idea of job participation has been brought to the research literature, and social science scholars are now aware of it. The importance of job involvement in industrial settings has been proven by eminent researchers and sociologists. However, the study of a scholar who provided a tangible and objective explanation of the notion of job involvement made the idea very popular and caught the keen interest of psychologists and management scientists.

Three significant elements of job involvement or participation were recognized by.

- Job involvement became important for an employee to fully agree to the organization's demands as a member.
- Job participation is proportional to aspiration and internalization of corporate goals and objectives.
- The contribution of job involvement in the link between performance and satisfaction as a moderator variable ³⁸.

2.1.3 Organizational Politics

Organizational politics is defined as "intentional promotion of self-interest" which indicates that a person tries to influence others in the organization in order to further his own personal interests ³⁹. Furthermore, Organizational politics focuses on the use of authority to sway organizational decision-making or egoistic and illegal organizational activity. In other words, a person may use his or her power or authority to influence organizational choices, or to service himself with organizational resources, or to perform or reflect behavior that is prohibited in the organization.

When people congregate in groups, people want to carve out a niche in which they may exercise their authority, make money, and advance their professions in order to advance their careers. When employees at firms use their influence to take political action, they are said to be politically active. Those with good political abilities can make effective use of their power bases. After studying previously authored literature it was discovered that there are series of disagreement among scholars in defining the term organizational politics. They summed up the political theme that permeated all studies by saying, "The idea which a minimum of two factions are needed to be involved and that these two parties have the capacity to have divergent interests is either explicit or implicit. Political behavior is intended to advance or defend one's own self-interests, and political actions are a way to exercise social influence⁴⁰. Combining these widespread ideas, organizational politics has been Referred to as "social influence attempts directed at individuals who are capable of offering benefits that serve in furthering or preserve the actor's self-interests."

In discussing organizational politics it was declared that "management is political in nature. The definition of organizational politics is summarized after reading the literature because it typically takes into account a number of elements, including (a) individual actions throughout the organization (b) any influence one actor may have over another (c) attempts by one party to advance its own interests over those of another and thereby endanger those interests. Organizational politics, which may involve an exchange mechanism with a zero-sum outcome, (d) activities that are typically not sanctioned by the host organization, (e) desired results that are not sanctioned by the host organization, and (f) organizational politics. Organizational politics, then, involves

acts intended to gain and wield power in order to manage organizational resources in order to achieve our preferred goals rather than those of others⁴¹. Organizational politics in terms of self-interest (negatively connoted).

Organizational politics is a common occurrence in organizations which is fully integrated into organizational life which is more prevalent at the middle and top management levels than at the lower levels, according to most managers also found that 95% of those polled accepted that politics in the organization is vital for accomplishing employee personal goals. It was widely agreed that it could be harmful to them⁴¹. Since the turn of the century, the importance of Even now, organizational politics has undergone significant change and now differs widely. On one extreme, the "classical ideal," organizational politics are abhorrent to the organization. It's an abnormal occurrence that frequently takes place due to inadequate management and self-serving individual interests. It was argued that with the right organizational structure and managerial effort, this political anomaly could and should be addressed⁴².

Organizational politics is informal and mostly not officially recognized, and it sometimes occurs "secretly known to the general knowledge of the whole parties involve" with the objectives of promoting ideas, influencing individuals, and achieving goals.

Organizational politics has a long history, politics exists because of the plurality of interests that must be resolved. When rational thought fails to elicit acquiescence, many executives' resorts to political maneuvering. Despite this unfavorable impression of organizational politics, data suggests that it is not always bad when utilized successfully and can benefit in achieving compromises in tough working settings⁴³.

Organizational politics is a factor that can negatively affect employee job performance either politics negative or positive, it is seen as a factor that affects organizational time management and diverts workers' attention away from work. Management will squander a great deal of time dealing with politics which is self-serving, being those defective politics can endanger organization permissibility, many managers consider it unsatisfactory to use political tactics to tamp down labor unrest within their firm. Additionally, when employees participate in numerous political behavior, employee loyalty will drop and their job performance suffers⁴⁴.

According to the researcher, workplace ties and acquaintances are frequently at the center of organizational politics. Is it vital for employees to be prepared to answer questions such as, "Who is in charge of my career path?" In the grand scheme of things, who might turn out to be valuable? Employees' professional achievements are defined by the method and technique they apply. It ultimately comes down to the worker's long-term employment prospects. It is a specific outcome based on interpersonal connections and exchanges among employees at all levels, particularly decision-makers and subordinates. According to the researcher, workplace ties and allies are frequently at the center of organizational politics it is a subjective belief refers to interpersonal relationships and exchanges between employees at all levels, especially involving the top management decision-makers and subordinates.

To comprehend organizational or cooperate politics, it is necessary to first define politics. People are aware of the general definition of politics which is the most basic: the process involved in managing a location or sector. These might involve differences between political parties, standards, ideologies, or virtues, as well as other aspects of

belief and governance. on the other hand, it is the definition of secondary politics that which has to do with the workplace through organizational politics, this involves attempts to strengthen one's position or power inside the organization⁴⁵.

Organizational politics is a process while an employee seeks a personal-interested strategy in the organization with little regard for the company's capacity to fulfill its goals or the impact on other employees.

2.1.3.1 Political Behaviour

The study of political behavior holds that what is known or understandable about social behavior in general cannot and does not separate politics as a different type of human behavior. The main purpose of this type of research is to link what is particularly political with several other aspects of social interactions. Political behavior analysis uses an individual person's behavior as the experimental unit of analysis, which is typically defined as containing both his acts and his action inclinations (identifications, wishes, expectations, and assessments).

On the first hand, a large part of the political behavioral study is really not determined by an individual actor. It seeks to define and explain a group's, organization's, community's, elite's, mass movement's, or nation's political behavior, but it also indicates that those collectivities cannot stand apart from their individual members' acts. The interactions and transactions of these individuals produce systemic linkages that are technically unique and operationally differentiated, allowing them to be investigated in greater depth. Political behavior analysis doesn't always dismiss the relevance of political structures; rather, it sees things as being equal as well as continual patterns of

personal behavior that may be analyzed down to the molecular level. The institutional context in which individual political action happens is considered to shape it.

Political behavior analysis chooses a frame of reference that behavioral sciences like anthropology, psychology, and sociology all share. Political behavior analysis must be interdisciplinary because political behavior is only one part of a person's entire social behavior; it cannot disregard the broader picture in which political action takes place. As a result, it is required to investigate the influence of social, cultural, and personal factors on political behavior⁴⁶. The multidisciplinary nature of political behavior research alerts observers to the proper and fruitful degree of analysis for conducting research. Some political problems are best framed and examined at the level of social relations, while others are best explored at the level of culture, and yet others at the level of personality. The level of analysis chosen is determined by the nature of the problem and the degree to which general rather than particularistic explanations are sought⁴⁶.

Political behavior analysis selects theoretical concepts about politics that are amenable to operationalization for the sake of empirical research, at least in principle, but preferably in practice. Political behavior analysis aims to bring theory and empirical data together in a unified operational discourse, allowing theory to feed empirical inquiry and empirical results to help advance the formation of theoretical hypotheses about politics⁴⁷.

The Study of Politics Before Behavioural Revolution

The study of politics was dominated by two primary methodological approaches prior to the era of political behavior, notably up to the year 1900: the Normative - Philosophical Approach and the Descriptive - Institutional Approach. We will go through these two

approaches in depth in the sections that follow. (a) A Philosophical Normative Approach: This was founded on early philosophers' analyses and interrogations of political events and morals around the world. Early philosophers saw sociopolitical events such as justice, polity, legitimacy, and power and wealth distributions as the most important to the understanding of politics and the peaceful coexistence of people and nations, therefore they were the main themes of questioning and investigation⁴⁷. The majority of the philosophers' questions concerned what justice is, how it is achieved, and what weight it should be given in human polities; what action or practice is legitimate, what the ideal role of the state is, and how power, wealth, and other values are equitably distributed in society to ensure egalitarianism^{48, 49}.

The Descriptive - Institutional Approach This approach focused on describing political and government systems and institutions. Its original focus was on the evolution and operation of legislators, executive branches, and courts, which are the institutions responsible for making, enforcing, and interpreting the law, respectively⁵⁰. Bureaucracies, political parties, pressure organizations, interest groups, constitutions, and other frameworks that are continually interacted within politics later became part of this unlike the previous approach, the Descriptive - Institutional Approach is more interested in facts than values, attempting to provide fact-based information on structures and institutions such as the constitution and its forms, parliament and its parliamentary supremacy, law-making procedures, legal supremacy, elections, and other means of choosing and changing representatives⁵⁰.

These two techniques dominated the study of politics prior to the age of political behavior. Socio-political values were investigated based on human subjectivity and

views, and then political institutions were explained using historical precedents and ideals derived from philosophers' ideas. However, there is a flaw in these two approaches: the individual or group that operates political institutions and interprets political principles is missing! So, how about them? How can we comprehend the outcomes of institutions and values unless we first comprehend the individuals who run them, their values, attitudes, orientations, socialization, and other characteristics? All of this influences what people do in their political contexts to a large extent. The beginning of the behavioral approach was the time when political scientists started asking these questions. "Low level of generalization or finding, untenable assumptions and premises that influenced and sometimes distorted findings, mere value-laden findings and assumptions, emphasis on the study of institutions to exclude political process, neglect of the findings of other social science disciplines, as well as accumulation of irrationality,"⁵¹.

2.1.3.2 Organizational Justice

The concept of organizational justice emphasizes on how staff members evaluate company's conduct and the connection of the conduct to workers actions and behaviors. The three categories of organizational justice are distributive, procedural, and interactional. The term "organizational justice" is mostly used in organizational behavior research to indicate how individuals view their treatment at work and how that perspective affects other organizational traits like work attitudes, satisfaction, outcomes, and supervisor perception. According to organizational justice research, at least two, three, or even four aspects of justice should be distinguished⁵². Distributive justice is the

perception of fairness in employment outcomes. Even if the outcome is perceived to be equitable, the method used to reach that outcome may have been unfair. Therefore, procedural justice assesses whether the mechanism that determines work results is precise, consistent, manageable, impartial, representational, founded on prevailing ethical values, and open to employee engagement (components of fairness)⁵³. Interactional justice can be viewed as another facet of organizational justice, describing the degree of decency and respect with which authority figures treat employees during the deployment of the procedure because this formal aspect is sometimes seen as distinct from how employees are treated in actual communication⁵³. The third organizational justice element emphasizes the requirement of sincerity, honesty, sensitivity, respect, and logic as interpersonal communication fairness criteria. It concentrates on the fairness of interpersonal treatment experienced throughout the execution of a method⁵⁴.

Researchers frequently observe two unique facets of justice in this area: interpersonal justice, which encapsulates informational fairness, authority communication that is sincere and respectful, which is concerned with the use of open and adequate explanations for judgments⁵⁴. The research supports the multidimensionality of the organizational justice construct because, while all dimensions correspond to the function of fairness, they have different impacts and personal and organizational correlates⁵⁵. In a nutshell, distributive justice has been linked to personal-oriented outcomes (pay satisfaction, promotion satisfaction, and individual self-concept), whereas procedural justice has been linked to system-oriented outcomes (organizational commitment, loyalty to the organization, cooperation, task, supervisor, and coworker satisfaction, trust in the organization, and willingness to exert effort)⁵⁵. Employees discern a clear

distinction between organizational justice and supervisory fairness, according to research. Many people think of organizational justice as a three-dimensional notion, but others mix interactional and procedural justice because of their strong relationships and similar outcomes⁵⁶. Nevertheless, theoretical investigation on the dimensionality of the organizational justice notion has produced mixed results, with some claiming that employees often examine fairness issues holistically. Indeed, recent research has found that overall justice predicts total work satisfaction better than specialized justice dimensions and has an impact on other organizational phenomena⁵⁷. Although it is evident that particular justice dimensions have an impact on the inquiry of whether it is important to differentiate between them and how much each contributes to the larger construct of justice remains.⁵⁷

2.1.3.3 Diversity

Acknowledgement and reverence for the entirety of human features and attributes in their socio-cultural, historical, and cultural settings, to also understand that every person, home, community, and the societal group has distinct attributes that define individuals from one another this are all part of the diversity construct and concept. These differences include the primary, secondary and tertiary dimensions of diversity which are: age, race, class, gender, disability, physical characteristics, and sexual preference, as well as immigration status, immigration status, and educational background,

geographic area, revenue and earnings, dialect and language, marital status, parental status, trauma exposure, and work experiences, including intersectional positionalities.

The concept of diversity is none synonymous with fair treatment, inclusiveness, or diversities; rather, it is a distinct idea with its own set of values and guiding principles.

Diversity, equality, inclusion, and pluralism, on the other hand, are inextricably linked⁵⁸.

Diversity Psychology Principle

In the field of community psychology, diversity is a crucial value and practice. In order to remedy injustices, repressive systems, and structural/systemic inequalities, diversity is a moral requirement and essential ethical ideal that must be respected. Liberation from systems of oppression and co-production/construction of knowledge is impossible to attain without variety. Diversity necessitates the democratization and decolonization of knowledge by emphasizing many points of view, voices, and lived experiences other than one's own. It also necessitates the community psychologist's ethical engagement with a wide range of communities and social groupings, each of which has its own set of difficulties reflected in their lived experiences⁵⁹.

Diversity as a Value

Diversity is a moral principle that calls for more than merely recognizing and/or accepting differences. Community members and individuals need to be acknowledged for their differences and uniqueness, and diversity is a way of doing so. By bringing people's differences to light, we can see, grow, and utilize their strengths. Diversity must be supported and protected since valuing differences fosters fairness and mutual respect,

whereas marginalization and oppression are mutually exclusive. Diverse individuals and groups from different populations and philosophical backgrounds value diversity⁵⁹.

Valued diversity recognizes the coexistence of differences that portray the full spectrum of mankind, through each shade of skin color, irrespective of racial background, having equal value. Trying to connect appropriately to any of those characteristics and contexts that are different from our own and that exist outside of our own group is an important aspect of appreciating variety. Flexibility, tolerance and the awareness and commitment to continuous learning about human variation and strategies to deal with persons that are different from ourselves in one way or the other are all valued aspects of diversity⁵⁹. In order to promote inclusion and equal opportunity, we must hold authorities, organizations, including individuals responsible for considering ways resources and services might be made accessible^{58, 59}.

Diversity in Practice

The deliberate actions that make up diversity include, although are not restricted to, the following: acknowledging that individuals have the freedom to differ from one another. recognizing and appreciating the interconnection of civilizations, people, and the natural world. Respecting those who are different from you in terms of their characteristics and life experiences. Realizing that diversity includes not just various ways of being, but also various approaches to knowing. Realizing that bias, discrimination is a personal, societal, and structural phenomenon that disadvantages some people while favoring others, especially those who are perceived as being "distinguished" from the dominant or majority social group in any given setting.

Creating cross-cultural partnerships so that we can work together to end all types of discrimination. Investigating these disparities in a supportive, encouraging, and nurturing setting. Gaining a better understanding of one another and moving beyond basic tolerance to embrace and celebrate the many qualities of diversity that each person possesses⁵⁹.

According to the researcher's view on diversity, it shows that acceptance and respect are the foundations of diversity. The concept emphasizes that each person is unique and that individual distinction should be respected. Diversity is about getting to know one another and going beyond simple tolerance to appreciate and cherish the differences that each person possesses which makes every individual unique. In sociological, psychology, and management sciences, the term "diversity" is widely used to refer to race, ethnicity, gender, sexual orientation, socioeconomic status, age, physical ability, and subculture. It offers a secure, encouraging, and nurturing environment where these disparities can be discussed. It's about getting to know one another and going beyond simple tolerance to appreciate and cherish the diversity that each person possesses. Diversity scholars regularly view disparities as a quality that gives rise to the perception that someone is unique, whether or not this perception is supported by actual data^{59,60}.

Diversity can be examined on an individual level or in aggregate for example (team, department, organization, community, or society) as a social grouping trait⁶⁰. In today's workplace and commercial environment, the topic of diversity and how to handle it is more important than ever. While events like immigration and international trade have been a feature of our society since the dawn of time, their current scope and intensity far exceed anything ever experienced. Local demographic developments, the move to

contemporary culture, the fragmented consumer market, and labor law changes have all made training on how to effectively manage diversity vital for organizational success ⁶⁰.

Diversity Dimensions and Construct Boundaries

Diversity studies looks to have broadened the academic area while also sparking controversy and discussion. Scholars have gone to great lengths to define the wide variety of traits that could be used for the construct. Recognizing the relational aspect of variety, the authors wrote in their review that "people prefer to use any feature that happens to be available (the far more important and significant) to generate such classifications in intergroup relationships using this framework, as proposed by a researcher who defined diversity as an element that people use to convince themselves that another person is different." ⁶¹. In contrast to this more relational approach, it was defined that the construct is in terms of a shared quality, X, such as tenure, ethnicity, conscientiousness, task attitude, or compensation, "the allocation of variations within the individuals who are part of a unit" is described.

In line with the above broad concept of variety, the term utilized in this thesis is based on given that workplace diversity encompasses "gender, ethnicity, functional background, or any other characteristic that people differ on" ⁶². According to a survey of scholarly work, the number of traits that can be used as a foundation for diversity research is nearly endless. While most academic studies still tend to focus on more "traditional" demographic attributes like gender, age, race/ethnicity/nationality, tenure, and functional/educational background, diversity research has expanded over time to include a wide range of other factors such as physical conditions, sexual orientation, religion, and more⁶².

2.1.3.4 Job Position

A job role is a task that an employee does for the firm. It consists of the tasks and assignments you complete every day. Every employee is assigned a job position with clear duties and responsibilities that help the company achieve its goals, over time, employees become more acclimated to their everyday jobs and improve their grasp of job roles. Job positions vary from one company to the next and might even alter over time within the same corporation. For example, if you get a raise, you might get greater responsibility in the same role. When you get a promotion, your job title, and position change to reflect your increased responsibilities. In respect to the view of the researcher Job position is a tool that simply describes employees' responsibilities in an organization. Job description deals with the attributes that an employee should possess in order to be the best candidate for a position. it aims at organizing the qualities that are regarded as important for job success into different categories.

A job description is a final step in the recruitment process's analysis and criterion development. A job description is a written statement that outlines all of the important functions and obligations given to one or more employees executing a job⁶³. Accurate and precise job descriptions are critical to an organization's effectiveness and the performance of its personnel. A job description for an employee outlines the job's duties, responsibilities, needed credentials, and reporting relationships. A job description is a written document that details the precise responsibilities of a position; it comprises the content, characteristics, and duties that an employee is expected to complete⁶⁴. A job description, according to another source, is a representation of a person's roles, responsibilities, tasks, and credentials in relation to experience and education that are

necessary for them to perform better ⁶⁴. A document that clearly states a person's obligations and responsibilities. The paper defines each employee's responsibilities and roles within the organization. The word "job description" focuses on the working conditions, dangers, stress potential, and interactions with others. To eliminate conflicts that may arise as a result of role ambiguity, a worker's job should always be clearly defined and well communicated. The goal of performance evaluations is also dependent on a well-written job description. An organization owner can utilize an effective job description as a guide for reporting structures and working conditions in addition to being a valuable tool in the hiring process. A fundamental problem with job descriptions is flexibility. It creates more generic job descriptions that highlight goals and accountability rather than particular activities, encouraging employees to focus on outcomes rather than job responsibilities.

A broader job description is also easier to maintain because it does not need to be updated every time the job responsibilities change ⁶⁵.

As a result, a job description can be thought of as a A collection of a position's fundamental duties, responsibilities, and assignments. It could contain details like the person the position, reporting line, the skills or certifications needed, or even the salary range. Job descriptions are typically narrative, however some may simply contain a list of competencies, such as strategic human resources planning. Strategies may be used to establish a competency architecture for an organization, from which a shortlist of skills can be created for job descriptions.

The benefits of a job description are that it serves as a communication tool, indicating

the path that a company should take. They also aid to achieve all of the legal criteria by raising performance levels. For example, the 1/3 gender rule, minority group inclusion, individuals with disabilities, and youth inclusion, to name a few. They can be used for grading and classification of jobs, as well as dealing with human resources issues; they can also be used to rate performance. Finally, it is used to make wage assessments⁶⁶.

2.2 Theoretical Framework

2.2.1 Social Exchange Theory (SET)

This study is founded on the social exchange theoretical concept in respect of the fact that this hypothesis has been used to explain organizational politics and employee commitment in the majority of experimental research.⁶⁷ The foundations of this theory can be found in the early 1920s. Although it has been used to act as an intermediary across numerous fields, social exchange theory (SET) was originally established to examine and explain the significance of human behavior. Following that, attempts were made to put this theory into practice in order to analyze organizational behaviour⁶⁸.

According to this theory, social conduct and human relationships are the outcomes of an exchange process in which favors are offered in exchange for future tasks that are not specific or specified, and the return of such favors is left to the judgment of the one who confers them. Such resources could be materialistic or impersonal resources like money or (emotional support) (like love, respect, and loyalty)⁶⁸. Economic and social exchanges were defined by SET as two different sorts of exchanges. pointing out the distinction between social and economic trade⁶⁹. Furthermore, the returns in social exchange are neither calculated nor described, according to the author. However, one

individual feel that in the long term, the next person will fulfill the unsaid duties in a fair manner. The economic exchange centered on 'quid pro quo' and geared at short-term rewards⁷⁰.

On the other hand, the original goal of social exchange theory was to study human behavior. However, it was immediately used to try to understand organizational behavior. The theory of social trade is predicated on the assumption that certain standards govern behavior and attitude⁷⁰. These practices direct the exchange process and if fair, satisfaction, support, and mutual values would classify the relationship, giving rise to trust paving the way for quality, stability, and the exchange relationship's⁷¹. Organizational politics have become prevalent inside the business environment. Politics is a norm that governs behavior within most organizations⁷¹. Dissatisfaction is sparked by unfairness individuals are more likely to leave a relationship if they view it to be unbeneficial to them from a social exchange standpoint. This means that if any workers get dissatisfied, they are more likely consider leaving the organisation, posing a threat to the organization-employee exchange relationship⁷².

The dominant premise of social exchange theory is that relationships and connections develop through time and form the foundation for loyalty, trust, commitment, and positive behaviors if the parties involved follow the rules of trade. As a result, social exchange theory demonstrated that conclusively initiating positive action toward a target might elicit either a relational or behavioral response, both of which impact each other. Positive economic reciprocal relationships are transformed into powerful and advantageous social linkages through a sequence of positively reciprocated acts⁷³. It was asserted that perceptions of organizational politics are extensively prevalent

phenomena in the business environment and proposed that political perceptions are norms that govern the behaviors of individuals⁷⁴. Employees perceived prevailing organizational politics in a negative perspective that generate feelings of being treated unfairly. According to social exchange theory, this perception keeps the relationship at risk rather than yielding the benefit of fairness. Employees' organizational citizenship activity and perceptions of social exchange are positively related. There was a claim that employees only do activities outside of their professional responsibilities when they are tied by social attachments rather than economic exchange viewpoints⁷⁵.

As a result, social exchange ties are critical for the formation and promotion of civic conduct employees tend to evaluate the nature of their relationship with the company in terms of social, economic, and occupational exchange based on their perceived organizational experience. Employees who have a positive view of fairness in exchange become more reliant on the firm, which leads to citizenship behaviors⁷⁶.

Researchers that studied organizational citizenship behavior believe that employees' citizenship behaviors are influenced by strong exchange relationships, either with the organization (as a whole) or with their coworkers. Thus, employees' conceptions of social interchange acted as a foundation stone for determining the nature of their relationship with their organization, supervisors, and cliques, which eventually shaped their behavioral reactions⁷⁶. It was proposed that social exchange theory is a lasting and extensively realized conceptual framework based on unambiguous conceptions from literature. Several organizational behaviors, including organizational citizenship behavior, organizational commitment, perceptions of organizational justice, supervisory

behavior, and organizational support were observed and investigated through the lens of social exchange theory⁷⁷.

The social exchange theory aids in the understanding of relationships; it explains why certain relationships succeed while others fail, why we initiate and end specific relationships, and how communication and interaction are components that control human interaction⁷⁷.⁷⁸. It claims that people's actions are driven by rational calculations aimed at maximizing personal benefit. Because most individuals crave approval, loyalty, financial support, affection, and companionship, being in a relationship with someone who elevates our social status may be beneficial⁷⁹.

One of the most popular theoretical models for examining behavior at work is social exchange theory. For decades, organizational academics have used the concept of social exchange to explain the psychological underpinnings of employee motivation and the formation of good employee attitudes. Social exchange theorists have defined employment as a transaction of work and loyalty for material and psychological benefits⁶⁸.

One of the key concepts of social exchange theory is that, as a prerequisite for relationships to develop over time into ones that are trustworthy, dependable, and based on reciprocal commitment, the trading parties must abide by the exchange norms and/or rules, which act as the "principals" of exchange processes⁸⁰. Pursuant to the social exchange theories, workers who perceive that the company they work for is committed to them would feel obligated to repay that support attitude with voluntarily made contributions that are advantageous to their employer. In other words, the reciprocity

principle dictates that when a person treats another well, the other person must do the same⁸¹.

On the basis of the reciprocity norm, it is also thought that staff members who experience a high level of organizational support are more likely to feel obligated to "pay" the business in terms of affective commitment and behavior connected to the workplace⁸¹. By displaying attitudes and behaviors that are commensurate to the level of employer commitment to them as individuals, workers strive to balance their exchange relationships with organizations and managers⁸². But in situations where the employee perceives organizational politics, this will affect the relationship that is supposed to lead to affective commitment.

In summary, this study indicates that high-quality social exchange can benefit the organization. In light of this, this research proposes that staff members who experience significant amounts of support from the organization or have a high-quality exchange with their supervisor will feel obligated and repay the exchange partner by exhibiting affective or (emotional) commitment and helpful attitudes⁸³.

2.2.2 Super' Self-Concept Theory

Donald Super made significant contributions to the creation of professional stages, including self-concept theory. The intentionality doctrines in the social sciences had a big influence on Super. In terms of job advancement, he gave subjectivity some weight. One of the key elements of career growth is the development of the self-concept theory. The definition of self is "what the person is." A person's professional experiences make up their "vocational self," according to this definition. Donald Super was a vocational or

career-based theorist who was particularly concerned with how our professions evolve through time. Super's thoughts can be regarded to be in opposition to type theories of individuals such as Holland and Parsons when he first wrote in the 1950s. Instead, Super considered individuals as evolving over time and consisting of several sections or 'life-spaces.' Careers, according to Super, are "the chronology and compound of roles that a person plays over the course of a lifetime"⁸⁴.

Once the self-concept matures, the person makes an effort to emphatically represent it by contrasting it with the world they live in. However, the self-concept can be modified as positive and negative experiences occur. This modification is intended to assist the individual in adapting to professional changes. The individual's self-concept will become more static as their profession progresses. Today's reality has the potential to cause a shift in one's self-concept. According to the self-concept theory regarding career choice, choosing a profession is an evolutionary process in which a person puts their self-concept into practice. A person passes through a series of life stages that are tied to his or her self-idea, which is developed and clarified as he grows older. This self-concept is subsequently converted into ambition preferences and work values. An individual's vocational maturity is determined by how well he or she handled developmental tasks during his or her life stage growth from growth to decline, the five primary life stages were proposed, each of which is highlighted and broken into different phases⁸⁴. The segments of the growth stage 0–15 are fantasy, interest, and capacity. The segments of exploration stages 15–25 is tentative, transitional, and trial. The trial and specification stages are part of the establishment stages 25–45. The maintenance phase begins at the age of 45–65. The final stage is Retirement starts during the deceleration

stage of decline, which lasts for 65 years. The five stages of development are growth (infancy), exploration (adolescence), establishing (early adulthood), maintenance, and retreat. 85. Super suggested that during each of the several stages, certain vocational duties be carried out in recognizable and predictable sequences. A measure of an individual's affective and cognitive professional growth is their level of career maturity. A career development theorist focused on the transitions that individuals go through as they age. Career trends are influenced by socioeconomic factors, physical and mental prowess, character traits, and chances that people are exposed to. One of Super's most significant contributions to career growth was the idea of self-concept.

The development of one's vocational self-concept is influenced by one's physical and mental development, observations of work, identification with working adults, exposure to the outside world, and general experiences. A more sophisticated vocational self-concept is established when experiences grow in scope in connection to awareness of the world of work⁸⁶. In other words, individuals look for satisfaction in their jobs in positions that give them the freedom to express, use, and cultivate or shape their own self-concepts. really well, when an individual indicates a vocational preference, the moment he or she sets onto occupational terms what they personally believe concerning the type of individual he or she is and how they would like to be. Vocational advancement can be viewed as a method of forming and integrating a self-concept, which evolves from childhood to maturity as an individual continues to adjust to new roles in his life cycle. Super claims that an understanding of the process of self-concept creation must precede an understanding of the process of occupational growth. Self-

concept construction begins when an individual identifies himself as a distinct person who is both similar to and different from others ⁶⁷.

The five key life stages, including growth, exploration, establishment, maintenance, and decline, in a study of quality of work-life and job transition in an organization. While Super's theory distinguishes these stages, he also points out that people do not always develop in the same way, therefore the ages given for each stage are approximate and changeable ⁸⁷. This was explained by pointing out that the stage of discovery, which often occurs during adolescence, can be repeated later in life. As a result, a retiree may embark on a journey of discovery while experimenting with new activities and jobs. "The core idea of exploration stays the same in this scenario," says the author, "but appears in different forms at various levels". The establishment is one of the stages that managers or supervisors can go through depending on their age and life stage. Establishment (early adulthood, around the ages of 25-45) This stage includes a trial period in the last twenties, preceding a stabilizing phase in the late thirties and early forties⁸⁸.

Understanding two significant life ideas is made easier by the concept of "life roles" To start, career development is something that people of all ages may do and is not merely a paid activity associated with employment. A person's job can take on a variety of functions that change with age and circumstance. A career can take many different shapes, which is desirable and good for people.

Critique of Super's Theory

Anything a man or woman accomplishes on this planet, good or otherwise, is open to criticism, especially if it falls short of what it takes to be good.⁸⁹

While Super's thesis does not specifically address the gap year, the gap year might be viewed as an extended exploration stage in Super's idea. Super's hypothesis has a wide range, making it challenging to do empirical study, but most subsequent assessments of the idea have been favorable⁸⁹. Since it works with contemporary ideas and trends, Super's theory is seen as one that has demonstrated utility. Super's theory still holds true in the dynamic workplace of today and may be utilized across an extensive spectrum of demographics and cultures. However, Super's theory has come under fire.⁸⁹. Some scholars have discovered the fact the life stages suggested by Super are not certainly appropriate for women, particularly considering the evolution in the roles of gender over the past several decades. Additional segments of the theory, in particular the life space of adolescents and the life-span study of adults, should be empirically validated⁹⁰.

An article tracing the development of Super's theory, claims that Super has not provided testable hypotheses for various premises of his theory. Work satisfaction, professional maturity, and career progress are not easily measurable, either because they are conceptually unclear or because instruments to test such constructs were not readily available at the time. Super's expansion of the notion of career (child, leisure, and citizen), according to the study, has grown overly inclusive, lacking definition, specificity, and exclusivity. Concepts that are imprecise and non-specific lose their utility⁹¹. In this regard, Super's theory is enigmatic, and the relationship between theoretical propositions and empirical evidence is unclear. Criticized his own theory for

being disjointed ⁹¹. Super believes that humans change with time rather than being fixed. This necessitates a career that is ongoing and evolving, rather than one that is connected to a single decision made in the past ⁹¹.

Super views who we are as something that is defined by us rather than something that can be measured. The concept of self-concept is concerned with how we see ourselves. It pushes employees to develop their own perceptions of their jobs. Super demonstrates how other people are an integral part of our identity and thus invites us to examine them as well. Super describes a career as involving more than just "work." According to Super, the social settings we inhabit shape who we are. They are not a diversion, but rather an integral element of how we live ⁹².

Super's theory dispels any notion that a simple exam may reveal who we are or will become. Self-concepts, relationships, and networks, as well as development, work-life balance, and self-concepts. All of these terms are common in today's workplace jargon. Super, in my opinion, does an excellent job of introducing us to the difficulties of modern-day work.

Having said that, I believe it is vital to point out a few key objections to Super's work. I believe there are two issues that we should be aware of: Super's idea is based on individual and life cycle views from the 1950s. He has a particular worldview that influences the domains he chooses and the labels he utilizes for development. Rather than criticizing Super's principles, I would argue that attempting to fix an overall narrative through which we live and the domains in which we live can be problematic and that it may be necessary to design individual rainbows rather than adopting Super altogether.

Super characterizes a career but says little about how it progresses. I believe that one of the reasons Super hasn't had the same influence as others is that he is more descriptive than practical; he talks about what a career is rather than how to pursue it.

2.2.3 Chaos Theory

The origins of Chaos Theory were traced back to Henri Poincare's discovery that the "gravitational and orbital behavior of bodies in the solar system could not be explained by simple, Newtonian, linear physics" in the nineteenth century. Edward Lorenz, a meteorologist, developed Chaos Theory in the 1960s.

Chaos theory defines a transition period as one in which transition occurs in spontaneous, unexpected, irregular, and uncertain ways. Change is the essence of chaos. Chaos is neither a steady nor a permanent state. It's a practice and procedure, and it's always changing. It resembles the shifting connection or link between things rather than the items themselves⁹³. Chaos theory has been used in a variety of fields, including psychology, adult learning, and organizational challenges. For example, change and human conditions were explored in the following: Individuals undergo change when demand becomes intense it enters a tipping point. When the pressure rises, when things get rough, when something must be done to ensure sufficient adaptation to new parameters, change becomes an essential need. In reality, big improvements are most likely to occur only when the individual recognizes the importance of the situation⁹⁴.

Chaos adequately describes the transition process in the context of learning in three ways, according to a previous study (a) the apparent disruption in performance as a person moves from one way of behaving to another, (b) the nature of qualitative changes

in the knowledge base, and (c) the way different styles of behaving become dominant as a result of a learning transition. Organizational challenges have been studied using chaos theory, for example, applied the theory to key difficulties in public relations management, such as the formation of interest groups, organizational crises, and rumors 95.

Chaos theory could be effective in providing organizations with a theory to guard against image issues and public views, for example, emphasizing the relevance of chaos theory in terms of the impact it will have on managers' duties in complex and nonlinear systems. Five key areas that are crucial concerns for managers' future tasks, were identified including: (a) manage the transition: (b) develop resilience; (c) disrupt the system: (d) manage order and disorder in the present and future: (e) establish and sustain a learning organization Despite the fact that a comprehensive study of chaos theory is beyond the scope of this essay, the notions provided below will suffice to meet the objectives ¹¹⁴.

1. Trigger points to an immediate feeling that something has transformed or changed and that intervention is necessary if an appropriate adjustment is to transpire.
2. Individual behavioral reactions create order in the midst of chaos.
3. From chaos, order can emerge, and a new level of operation can be achieved.
4. Chaotic transitions—periods of transition complex and unpredictable, irregularity, and ambiguity.
5. Self-organizing method: the system develops from stability to disruptive instability, leading in the formation of a new way of understanding. It's critical to remember that these concepts form a continuum in which an individual recognizes a transition is occurring, travels through and experiences the emotions

and behavioral responses that accompany it, and eventually emerges with a new way of knowing and adapting¹¹⁵.

The Application of Chaos Theory to the study

Chaos Theory is a tool for workplace self-organization. Random activity is commonly associated with chaotic systems; however, what is actually observed is unpredictability caused by the organizational system's complexity⁹⁸. Chaos Theory aids in understanding the long-standing conflict between predictability and freedom, as well as the argument between determinism and free choice within an organized environment which affects the political behaviours of the employees, we exist and enjoy freedom. Chaos does not imply acceptance of disorder instead, it enables us to recognize that, while the system's shape is predictable, the system's specific form is determined by human acts and choices. Order exists inside organizations, but predictability is lacking⁹⁹. Organizations are dynamic systems driven by nonlinear connections," Each department inside the corporation functions as a self-contained system, contributing to the overall dynamic. Internal and external players and stakeholders interact with the organization.

Even in the face of these unexpected dynamic systems, organisations need stability to function effectively. For the actors and stakeholders in the organisation, a sense of predictability and order is essential. They can "place themselves inside the power structure and hierarchy" if they follow the rules ¹⁰⁰. Organizations must use organizational planning to manage uncertainty in order to counteract the forces of instability. Individuals can communicate more effectively as a result of planning, and it

also gives a framework for dealing with and managing major decisions. Planning enhances an organization's ability to protect itself against prospective environmental risks. Organisational leaders need to be aware of all the various internal and external systems that are crucial to the operation of the organisation. Any change, no matter how small, could have a big impact on the system as a whole. The top management directors have a responsibility to be ready for anything and to put policies in place that promote stronger organisational stability.

Recognizing the significance of Chaos Theory, the three main guidelines for organisations are based on the Chaos theory premise. Organizations must emphasize the value of collaborating among their employees as a means of operation. Organisations should concentrate their efforts on making sure that those who will be impacted by decisions are participating in the process. Lastly, organizations must maintain their flexibility and encourage a holistic viewpoint in the workplace rather than focusing on specific duties assigned to individual employees¹⁰¹. "Foster change capability within a chaotic setting as well as promoting an interconnected web of interactions," If relationships are not upheld, internal communication within the company deteriorates, making it susceptible to growing problems brought on by organizational politics and political behavior on the part of the workforce, which can lead to low employee commitment and lower employee self-confidence¹⁰¹.

In the area of professional advancement and mobility, the Chaos Theory has also been applied. Individual employment decisions were examined using a technique based on the chaos theory. The decision of a career is not always obvious or predictable. Chaos therapy is an all-encompassing approach that prioritizes qualitative assessment, focusing

on the workers' self-awareness and assessing past, present, and future events. In chaos counseling, "the employee is considered as an adaptive, chaotic, and open system that is responsive to change"¹⁰². They found that while conventional methods of career counselling are helpful, chaotic therapy had a longer-term effect on the person. Human nature makes us crave certainty, particularly when it comes to our careers¹⁰². claims that because people cannot relate their past employment decisions and experiences logically, they perceive their professions as illogical and unpredictable. By offering resources for career development including deeper professional self-assessments, planning talks, and career planning seminars, HRD practitioners can support the creation of links¹⁰³.

Criticisms of Chaos Theory

Chaos Theory is useful for recognizing development, but due to its complexity, it is rarely used as a management tool. The fact that uncertainty and instability are by their very nature frightening is another issue hindering the mainstream application of Chaos Theory within corporations. Instability is something that many practitioners would rather avoid than embrace. By its very nature, the application of chaos theory appears to render all other conventional methods of fostering change ineffectual, without offering a substitute that is equally straightforward to use¹⁰⁴. If organisational leaders do not recognise turbulence, they can predict future outcomes, which gives them and their stakeholders a sense of security and confidence in the organised change process. ¹⁰⁴.

The theory's social application has drawn criticism since, according to critics, it is commonly used by organisations when they are unable to explain the dynamics of the problem at hand. They utilize disorder as a justification for not understanding the fundamental issue, allowing them to believe that things would eventually get better on

their own.¹⁰⁵ This, too, has the potential to be hazardous. Without providing or seeking a solution, businesses become more open to disorderly conduct with no guarantee that a solution will be found. If a business plans to use a mathematical concept like Chaos Theory to analyze workplace transformation, it cautions that immediate remedial measures must be suggested. Furthermore, many people in businesses will be unfamiliar with mathematical theories and how they are applied in the workplace¹⁰⁵. Chaos Theory is better employed as an analogy for general comprehension rather than for practical objectives because comprehending an organizational structure alone is insufficient¹⁰⁵.

The difficulty of proving Chaos Theory is another reason why it has not been broadly embraced. Since chaos cannot always be quantified, evaluated qualitatively, or statistically, chaos is difficult to record. The dearth of knowledge and research on the use of Chaos Theory in businesses is due to a lack of documentation.¹⁰⁶

Despite these challenges, we conclude that there is some evidence that Chaos Theory can be used by businesses in a realistic way to analysis recent or past changes. This does not take away from the reality that it is a helpful tool for practitioners, HRD, and understanding transformation. Because turbulence usually results in tension, allowing chaos to operate as a catalyst for change has been linked to an increase in creativity.

Organisational leaders can make plans for alternatives if their organisation does not adhere to a standard change model by using Chaos theory can be used to comprehend the chaotic character of change processes. While it may not be wise for a company to assume that once a chaotic dynamic has been found, it is crucial for the company as a whole to understand the underlying assumptions of the theory in order to come up with practical solutions. Although there are valid criticisms of Chaos Theory in the context of

business, CEOs are increasingly using it to explain why their organization isn't adopting the conventional transformation paradigm. Chaos theory can aid career-HR professionals and managers in considering the concerns that the career-plateaued worker finds most pressing. When evaluated through the lens of chaos theory, it was demonstrated in this study that a plateaued worker had different options. The use of this theory as a supplement to career counselling theory allows for unpredictability, ambiguity tolerance, response set flexibility, and the recognition of unique behavioral reactions.

2.3 Review of Empirical Studies

In this study, the literature on organisational politics, career plateaus, and employee commitment is retrieved. among other things, in the form of journal articles, reviews, research reports, and case studies in databases like CNKI, Google Scholar, Jstor, Elsevier, Emerald, and others. More than 40 books and more than 500 papers are cited. A review of significant prior discoveries, on the one hand, aids in sorting out the key research hypotheses and conclusions of previous academics, and on the other hand, aids in understanding advancements in adjacent domains, providing a solid foundation for the theoretical development of the research. Additionally, the research review's outcomes and recommendations were used to create and update the questionnaire. The results of the data analysis can also be explained using previously known information.

2.3.1 Employees' Commitment to the Organization

Employee commitment to the organization is characterized as a psychological bond connecting the employee and the company that reduces the likelihood that the employee

will voluntarily leave the company. The Three-Component Model of employee commitment to the Organization (TCM). Three distinct components of employee commitment to the organization are proposed by the TCM are (Affective commitment, consistency commitment, and normative commitment). Each component adds to employees' overall commitment to the company, but no single factor can entirely predict or define an employee's conduct ¹⁰⁷.

TCM integrates behavioral and attitudinal conceptions of employees' commitment to the organization and is developed from basic work on commitment theory. Individuals' readiness to provide energy and allegiance to a social group was well-defined ¹⁰⁸. In a similar way to TCM, the philosophy offers three characteristics of commitment revised the construct to apply the components to people in an organization rather than a broader setting and created a single instrument with three scales to test the construct ¹⁰⁷.

Affective Commitment

TCM's effective component is taken in part from the study of some identified authors. According to the researchers, commitment is "the comparative importance of someone's identification with and commitment to a specific organization" as demonstrated by employees' "...a willingness to put forth significant work and an intention to uphold membership," "...belief in and willingness to adhere to the organisation's goals and objectives"¹⁰⁹. Employee loyalty to the organization progressively increases over time and is unaffected by transactional or routine work.

Based on the fundamental tenet of employee commitment to the firm, the affective aspect of TCM pertains to the employees' desire to remain at the company. "...emotional attachment, identification with, and involvement in the organization" At the time TCM

was suggested, turnover and workplace behavior were linked to the emotive aspect of employees' loyalty to the company. To summarize, an employee who has a strong affective engagement with the organization is basically because they want to remain in the company ¹¹⁰.

Continuance Commitment

TCM's continuation component is based on the side bet notion, and it relates to employees' knowledge of the costs associated with quitting the business. Employees will stay on a path if the benefits of deviating from the existing condition do not outweigh the outcome of side bets made by and for the individual¹¹¹. The idea of continuation commitment expanded it to encompass cohesiveness and control commitment. The social part of the cohesive aspect links members to a social group. The authoritative part of control implies that employees will uphold rules and obey the group. The authors based their conceptualization of this aspect of employees' commitment to the organization on empirical research ^{111, 112}. The notion of why an employee might perform consistently is the continuance component. To summarize, an employee who has a strong long-term commitment to the organization stays because they have to ¹¹².

Normative Commitment Component

The normative component is closely related to the definition of employees' loyalty to the company. Employee motivation and dedication to the organization, are factors that influence outcomes. "The entirety of internalized normative demands to act in a way that satisfies organizational aims and interests," says the commitment section. Because "...they believe it is the 'correct' and moral thing to do," the person will act in this manner. TCM's normative component was based on Wiener's theoretical work at the

time of its development ¹¹³. This component pertains to employees' feelings of being obligated to stay with the company. This responsibility may arise as a result of activities taken before or during employment. Employees' normative commitment to the organization can be influenced via socialization processes and rewards. To summarize, an employee who has a strong normative commitment to the organization stays because they believe they should ¹¹³.

Measuring Employees' Commitment

Employee commitment to the organization has been measured using a variety of measures like the organizational commitment questionnaire (OCQ). The OCQ was created to assess employees' overall commitment to the company as a unified construct ¹¹⁴. The OCQ, examined two different aspects of employees' commitment to the organization: value commitment and commitment to stay ¹¹⁴. The TCM, contained affective, normative, and continuity components, in order to define and generate consensus around the idea of employees' commitment to the business.

A reusable, valid instrument was produced and it was called the Three-Component Model Employee Commitment Survey in conjunction with the explanation of the construct (TCM Survey). The TCM Survey consists of three items that measure the affective, continuation, and normative components of employees' commitment to the organization: The Affective Commitment Scale (ACS), Continuance Commitment Scale (CCS), and Normative Commitment Scale (NCS) (NCS). The extensive usage of these scales to investigate employees' commitment to the company has resulted in multiple evaluations and critiques of the original instrument, leading to changes. With the aid of exploratory factor analysis supporting factor evaluation Three dimensions, each

assessing a different aspect of employees' loyalty to the company, were meta-analyzed for scale reliabilities and test-retest reliabilities, and the results supported the autonomous nature of the components¹¹⁴.

Disputations and Alternatives to the Three-Component Model

There are disagreements concerning the definition of employee loyalty to the company. These disagreements can be seen in all three TCM components dividing the idea of affective commitment into three levels¹¹⁵. The existing theory does not adequately capture the concept of employees' commitment to the organization. Rather, it was suggested that "positive affect for the organization, identification with the organization, and desire to make effort on behalf of the organization" are the three elements of emotional commitment to the organization¹¹⁵. Two distinct conceptions may exist when it comes to commitment to the organization. One that develops from the employees' knowledge that options are scarce and recognition that the employee's interests in the organization would be jeopardized if he or she departed are the two structures. The concept of a lack of options does not contribute to employees' commitment to the company and should not be included in TCM. Employees' willingness to forego investment, on the other hand, is consistent with the original TCM theory and is connected to Becker's foundation side bet hypothesis (1960)¹¹⁶.

Some researchers criticize TCM in a theory-building assessment because of the recurrence of (a) negative correlations of the continuation component to affective component, and (b) duality of the continuance component. Affective commitment, they argue, differs from the normative and continuation components in that it is a target attitude with a focus on the organization, whereas the other two are behavioral. It was

proposed that commitment be re-considered as a one-dimensional affective notion¹¹⁷. On the other hand, were clear about their original goal of combining behavioral and attitudinal commitment into a single paradigm¹¹⁸.

The Three-Component Model (TCM) was created and demonstrated to work in both organizational and vocational settings. This shows that the framework was broader and that employees' commitment might be focused on a variety of topics. TCM and the hypothesized idea of employee work commitment, and job satisfaction and involvement, were found to have strong correlations. The relationships were inconsistent, according to the authors, to establish employees' commitment towards the organization, profession, job satisfaction, and involvement as being the same concept, showing that the constructs are distinct¹¹⁹.

Employees' Commitment Outcome

Employee loyalty has been linked to a range of results and performance for leaders and managers pursuing strategic goals. Several organizational factors connect with main employee components, and organizational commitment in different ways. On both a normative and affective level, workers' commitment to the company seemed to be linked to identical outcomes. The tenacity and persistence component of workers' commitment to the organization may be linked to several results. Every one of the three components of an employee's commitment to the company develops on its own, and the interaction of the three can have profound consequences on the employee's conduct. Organizational systems with three degrees of commitment "should be much more effective in their management more than the people that do not," according to the theory¹¹⁹. Employee commitment to the company has an impact on employee turnover and work performance,

according to the TCM's first hypothesis. Employee commitment to an organization is correlated with greater work performance and negatively associated with intent to resign, confirming the originally stated outcomes¹²⁰. Since TCM's recognition as a legitimate model of employees' commitment to the company, empirical research has looked into additional outcomes of employees' commitment to the business. The interaction of employees' experience and expectations results in these outcomes employees' affective commitment to the organization is more strongly associated with perceived organizational support, agreement with organizational rules, and perceived organizational ideals,¹²¹. Employees who have a higher affective commitment to the company identify with the company's goals and work harder.

Research on public sector employees found that affective and normative commitment to the organization has a beneficial impact on perceived performance, job satisfaction, and work quality.

2.3.1.1 Employee Commitment and Employees Performance

The concept of commitment tends to influence employee productivity and turnover, which is among the factors why it has drawn scholarly interest. The concept of commitment seems to influence job performance and turnover, and organizations depend on individuals who are devoted and effective to develop and sustain a competitive advantage over their rivals and also achieve remarkable performance¹²². Additionally, beneficial results are fairly visible when the amount of commitment is attempted to be enhanced, and this substantial amount of dedication is significantly associated with an elevated degree of organizational performance¹²². Nevertheless, a few researchers asserted that levels of commitment can actually impair organizational

performance, as they might limit adaptability and prevent innovative solutions to problems, which also raises the prospect of lowering employee turnover¹⁴⁰. Research investigations have also demonstrated a strong relationship between organizational commitment and employee satisfaction, which has a direct bearing on obtaining outstanding staff performance standards. Furthermore, new studies refute earlier assertions that employee commitment is primarily unconnected to performance, making it safer for management to use employee commitment as part of the indicators that are critical criteria to increase job performance in workplaces which suggested that evidence suggests that workers who feel some sort of emotional connection to the company performed better than other people. While they may guide staff members toward achieving job objectives, leaders can have an impact on organizational commitment and job performance¹²³. It was suggested that improving communication channels as well as procedures inside the organization increases employees' commitment and enhances productivity and effectiveness¹²³. Research studies conducted have shown that transformational leadership has a favorable impact on organizational commitment and, as a result, on performance. According to other research, affective commitment and job-related psychological well-being are positively correlated. In a study conducted in Pakistan, the influence of employee commitment was examined among a sample of 153 employees. The findings indicate a favorable correlation between employee commitment and performance.¹⁴² In light of the possibility of using it to forecast employee performance, tardiness, and other practices, employee commitment is a crucial issue. On the other hand, research has revealed a tenuous link between dedication and success¹²⁴. Even though some studies indicate that "affective commitment" is positively connected

to job performance, the strength of this relationship varies among sampling and outcome metrics. However, newer empirical data shows a significant connection between "affective commitment" and job performance¹²⁵.

Finally, studies supported by some other researchers in contrast, other firms seek to improve commitment through those variables which promote each component, including career promotions, skills training, and compensation schemes¹²⁶. Researchers have noted that employee performance may rely on the type of commitment. As a result, there is still uncertainty over how these two notions relate to one another. Even though some authors confirm a positive relationship between the three elements of commitment and job performance, many researchers have recognized the significance of commitment with regard to many work outcomes but have been unable to document the elusive commitment-performance relationship^{127,128}. The conceptualization of commitment is to blame for this difference in outcomes. The result of a complicated web of psychological and sociological interactions between the employee and the employer is commitment¹²⁸.

2.3.1.2 Employee Commitment and Employees Self-Efficacy

Workers from diverse companies required to show specific behaviors that are work-related in an array to fulfill the various obligations given to them by leadership. This is indeed critical for employers to recognize that an employee's sense of effectiveness has an impact on his ability to do the job, which in turn has an impact on his work and level of well-being. Self-efficacy is the conviction on which individual can "plan and carry out the sequences of action necessary for accomplishing specific goals, as well as organizing the motivation, cognitive resources, and actions to be taken to exercise control over events." ¹²⁹. Self-efficacy has been related to a variety of beneficial

outcomes, including better physical and mental health, and is in line with Modern-day cultures' focus on competence, mastery, personality, self-reliance, and achievement.

¹³⁰. "Confident in one's capacity to successfully carry out a work" is how self-efficacy is described. Self-efficacy beliefs are a type of intellectual ability and a cognitive mechanism that helps people improve their behavior. People establish judgments about their abilities, skills, and competencies which influence their future behavior. The relationship that exists between self-efficacy and the quality of one's work-life is undeniable because it is a state of perspective. The concept of "quality of work life" (QWL) relates to an individual's behaviors and opinions towards his or her employment and overall working environment. Simply put, an individual's evaluations and contentment with their work and entire working environment are referred to as their quality of work life (QWL)¹³¹. QWL is a personal experience impacted by one's own feelings and views ¹³¹. A person who is ecstatic about his or her job will undoubtedly have a higher quality of work life. Unsurprisingly, there is growing worried that employees require more self-efficacy to execute tough jobs, which will surely enhance employee performance and, which will also going to consider the quality and standard of employment. A substantial body of empirical studies has been created in response to the basic hypothesis that self-efficacy affects action preference, intensity and effort, endurance, and accomplishment. Ever since, either scientifically and intellectually, self-efficacy theory has gained considerable acceptance. There are several practical ramifications of the emergence of strong theoretical evidence supporting the relationship between psychological well-being and self-efficacy, including work-life balance^{132,133}.

An individual's route of action is determined by their self-efficacy. They went on to

argue that one's belief in one's ability to succeed influences one's level of motivation, the quantity of effort put in, the level of stress felt, and the degree of perseverance in the face of obstacles and uncertainties. Individuals with high self-efficacy for completing tasks are often more willing and eager to involve in putting more effort, endure longer when faced with problems, and attain greater levels than those with low self-efficacy¹³⁴. People have different levels of self-efficacy depending on their past performance, historical experience, personal characteristics, and social support as they go about their daily tasks, people learn about their performance on the job, which has an impact on their confidence in their capacity to pick up new skills and perform well in the future¹³².¹³⁴. According to a different study, people with a strong sense of their own efficacy have more optimistic future expectations, experience less unpleasant feelings, and are better able to arrange the sophisticated cognitive skills required to function in a demanding environment¹³⁴. The main hypothesis is to determine how students perceive their ability to learn various academic subjects is influenced by their perceived self-efficacy for academic accomplishment. They came to the conclusion that the higher an individual's perceived efficacy in meeting educational and professional standards, the better they prepare themselves academically for their job and the more invested they are in their jobs. Higher views on academic self-efficacy enable students to exert greater control over their learning and withstand peer pressure and temptations to engage in negative behaviors like delinquency¹³⁵.

These children are therefore more likely to finish school and be better equipped for a variety of career options in today's competitive economy, and as a consequence, they have a greater probability to have a fulfilling career¹³⁵. The likelihood of overcoming

unemployment is higher for those with better self-efficacy. The consequence is, the individuals with high self-efficacy are better at dealing with problems like unemployment and are more likely to achieve desired results through perseverance, resulting in intrinsic job satisfaction¹³⁶. People who are happier in their jobs are more inclined to have greater overall self-efficacy. The self-efficacy theory is applicable to all aspects of life, and other related research has found beneficial results¹³⁷. Employee job engagement and management effectiveness have been identified to be partially mediated by manager self-efficacy. Basically, this study shows that manager self-efficacy and employee engagement are critical determinants that, when paired together, forecast an advantageous relationship with manager performance more accurately than any single predictor¹³⁸. The results, which were based on social cognitive theory, work engagement events, and regression modeling, revealed that self-efficacy and work engagement both influence job satisfaction¹³⁹. Self-efficacy and work engagement was discovered to be directly correlated with certified public accountants' job satisfaction. People with high self-efficacy are more confident in their ability to execute activities effectively under all circumstances, set higher-profile goals for themselves, invest additionally, endure for a longer time and handle setbacks more effectively compared to those with low self-efficacy¹⁴⁰. In order to address demanding assignments in any situation, highly effective individuals must show substantial and considerable effort to build resources in their work environment. This reduces the risk of workplace stress while also improving working conditions. All of the findings confirm the concept that individual self-perception in one's own abilities influence and promotes work-related attitudes and intentions, which determines and improves work satisfaction and quality of life.

2.3.1.3 Employee Commitment and Motivation

In the world of organizational management, employee motivation is a concept that is explored both conceptually and operationally. Much of the research on work motivation, as well as the entire subject of motivated or controlled behavior, is founded on cognitive heritage developed in the workplace ¹⁴¹. Employee motivation has been a key topic in organizational management practice and philosophy since the turn of the twentieth century. Various definitions of motivation can be found in the literature. The factors that account for a person's degree of effort, direction, and perseverance in achieving a goal ¹⁴². Motivation is described as a person's willingness to do something that is influenced by their activities in order to achieve their requirements ¹⁴³. Motivation was described as a person's ability to choose a specific job, stay in it, and work hard at it ¹⁴⁴. Internal motivation encourages employees to take actions that help them achieve the goals or tasks that have been allocated to them ¹⁴⁵. The impulses, urges, needs, stress states, or other mechanisms that initiate and maintain voluntary behavior toward the achievement of personal goals are referred to as motivation ¹⁴⁶. The researcher contributed to the definition of motivation and described motivation as a factor that is responsible for why people act in a certain way also refer to motivated people as people that have made the intentional decision to put forth significant effort in order to attain what they value.

Drivers of Employee Motivation

The internal and extrinsic elements that influence employee motivation are the most essential two aspects of this concept when addressing employee motivation. Intrinsic or internal elements that drive employee motivation are defined as internal impulses that

push people forward to complete a task correctly. Extrinsic motivation is defined as "employees that get motivated from the external source, through materialistic rewards (commonly monetary) such as remuneration, and compensation, promotion, appreciation, or the prevention of any bad effects,"¹⁴⁷. Extrinsic motivators come from outside Source, and internal motivators come from within the personnel (such as employers). In another research work numerous factors could influence employee motivation, including "compensation packages and bonuses, recognition programs, quality of work-life Job protection, and learning and development was looked at"¹⁴⁸. "Employee motivation varies by person and is influenced by a variety of motivating variables" based on the attributed reality each employee has a distinct personality and character; each worker came from different cultural background, and there are generation gaps among employees within the same organization. As a result, it is critical for businesses to be able to allow employees of all backgrounds and traits to perform better. Personnel that are happy in their jobs are highly driven, committed to their employers, and have a strong desire to improve the success of their firms. Employee performance is determined by a multitude of factors, most notably technology innovation and globalization, which is crediting intellectual abilities above physical labor. Companies are always looking for new ways to motivate their employees. This method has been used in a number of research to determine what might drive employees to perform more. Nonetheless, many businesses use incentives to inspire their workers. Companies set organizational rewards in order to motivate their employees to work harder and achieve more corporate strategic goals. There are two types of incentives: monetary and non-monetary incentives; interestingly, "previous psychology research

papers claim that non-monetary incentives have a greater impact on employee motivation" ¹⁴⁹. Furthermore, non-monetary benefits can assist reduce employee stress at work while also boosting employee self-confidence, which can have a considerable effect on the productivity and profitability of the firms in which they operate. However, "monetary rewards typically reduce teamwork effectiveness as employees focus exclusively on individual economic benefits," according to study ¹⁴⁹. Furthermore, non-monetary benefits can assist reduce employee stress at work while also boosting employee self-confidence, which may greatly impact the efficient functioning and success of the businesses where they work. However, "monetary rewards typically reduce teamwork effectiveness as employees focus exclusively on individual economic benefits," according to the study¹⁴⁹.

As a result, we've gone over a few motivational factors for employees. Despite this, many studies have failed to look into the impact of giving employees a combination of cash and non-monetary benefits. To put it another way, would employees be more motivated if they were placed in a high position and granted a fully paid vacation for a month at the same time? majority of researchers talked about the value of monetary rewards, while on the other, they talked about the effects of non-benefits. However, when researchers delve deeper into the effect of delivering a combination of monetary and nonmonetary rewards to employees, the knowledge of human resources could gain a great deal of added value.

2.3.2 Career Plateau

The concept "career plateauing" it encompasses a situation where a worker's professional intra-mobility is constrained in both the vertical and horizontal planes. A

plateaued employee simply refers to an employee whose career has come to an abrupt end or who has gotten to the point in their career when further advancement in the hierarchy is unlikely. Initially, a career plateau was thought to be the point at which an employee's chances of rising up the corporate ladder were slim¹⁵⁰. The term "career plateauing" relates to a company's hierarchical career growth¹⁵¹. Structural plateauing happens when a person's vertical advancement within an organization slows, similar to Ference descriptions of career plateauing¹⁵¹. When an employee has learned everything there is to know about their area and no longer faces any challenges, this is known as job content plateauing. Job content plateauing is induced by the work's content, not by an incapacity to grow in the company¹⁵². A career plateau occurs when a person's professional prospects appear to be bleak, or when they feel low or unmotivated owing to a lack of new job requirements and responsibilities. Furthermore, the material the ability of employees to learn new skills to enhance their employment prospects and commercial viability, as well as whether or not the job ensures that employees are properly trained and up to date in their field, all have an impact on plateau. These factors are related to the job's content as well as whether or not it permits employees to do so^{152,153}. Similar distinctions exist amongst the concepts of a professional plateau and a career plateau. The career plateau is concerned with advancement within the organization, while the professional plateau is concerned with growth within the profession¹⁵². The probability of not receiving job responsibilities that involve increased responsibility and complexity is referred to as career plateauing. The professional plateau focuses on the job's content as well as whether it allows employees to acquire innovative abilities to improve their marketability and employability¹⁵⁴. Career plateaus

are a reflection of how people consider their own personal development and improvement, both internally via hard work and externally through promotions¹⁵⁵. The majority of career plateau studies holds that this is a problem that people face. A professional plateau could also be the outcome of the person's personal initiatives¹⁵⁶. A deliberate or unilateral career plateau happens when a person chooses to stop working for different purposes, such as marriage, pressure, stress, or obligations. Multiple forms of professional plateaus might occur at the same time for an individual. A job content plateau is more likely to negatively influence employees who are facing a structural plateau¹⁵⁷. When a person experiences both a structural and a work content plateau at once, it is known as a double plateau¹⁵⁷. Plateau is associated with lack of mobility or stability in employment. An objective plateau is discernible and is the result of continuing at the same level of employment for a lengthy period, while a person with subjective plateau has opinion of restricted prospects of progress¹⁵⁸. The importance of assessing people's impression of career plateauing instead of merely looking at equitable metrics of plateauing like age and A career's length was highlighted by evaluating it in terms of degree or size¹⁵⁸.

Plateau was regarded as a continuous phenomenon. Similarly, the findings highlighted the importance of concentrating on how businesses perceive plateauing. Employees with fewer promotions or responsibilities should not be assumed to be stuck in a rut some employees are challenged and happy in their current position and don't want a promotion or extra administrative responsibilities¹⁵⁹. There have been studies that explain the notion of a career plateau, identify the justification or avenues, and investigate plateau impact on employee attitudes and organizational performance. According to their

definition, career plateaus indicate employees' perspectives on internal and external growth and development—through hard effort and promotion—among other things¹⁶⁰. When managers decide an employee isn't ready for a promotion or a raise, this is known as organizational plateauing. Personal plateauing is a personal decision that occurs when a person believes there is no value in moving further in their work. The majority of career plateau research is based on ¹⁶¹. Between 1972 and 1973, there was experimental research on managerial careers. Despite the fact that it may have an impact on organizational effectiveness, they argued that reaching a career plateau is a natural feature of all managerial careers and that it is neither advantageous nor pleasant¹⁶². Plateauing refers to a variety of events and indicators or symptoms in relation to employees and the organization a plateaued employee is one whose output has remained constant or has dropped significantly due to a lack of motivation. There are indications that a plateau employee could be potentially beneficial or negative¹⁶³. Career stagnation is frequently linked to undesirable professional results, such as a lack of job satisfaction and career satisfaction. Because they have been in the same work for a long time, employees who have achieved a career plateau have low morale.

Consequently, employees may still be fulfilled and inspired even if they are at a career crossroads in the company if they are growing professionally in their roles and are certain that they will be able to find alternative employment. Regardless of whether they are in a structural or content career stall, people are frustrated and disappointed. Employees' career plateau tendencies may have a negative impact on organizations' operations unless the necessary efforts are made to reverse them. Employees that are dissatisfied or disappointed are more prone than satisfied employees to have higher

psychological career plateau tendencies and turnover intents, as well as being less dedicated and loyal to the company¹⁶⁴. Career plateaus have an adverse effect on both people and companies according to the conclusions of their research, the military's pyramidal structure may give the impression that their careers have reached a halt because the military's restructure has reduced promotion chances, many employees have reached a career plateau. Taiwanese workers say their careers have come to a grinding halt because they are unable to consistently advance to better positions or higher ranks¹⁶⁵. Officers anticipate that constrained learning and challenging opportunities The combination of an officer's limited military tenure and the closed military structure, will make it more challenging to rise vertically within the organization or find another profession outside the military, creating a favorable environment for career plateauing¹⁶⁵. Plateauing does not have to be a negative circumstance according to findings if one is prepared in before, it might present an opportunity for improvement and change in all facets of life as well as the opportunity to rearrange one's priorities. All definitions of career plateauing share two common themes: a lack of challenging work and a low likelihood of organizational hierarchical growth¹⁶⁶.

Consequently, respectively structural and work content plateauing are quite likely. The study expanded on this idea by developing the career plateau, which encourages lifelong learning, employability, and marketability. Due to the decrease in organizational promotions, for career growth, professional plateau characteristics are crucial¹⁶⁷. The emphasis ought to be on personnel development for them to be happy and content in their positions while also being able to find other work. On the other hand, the

psychological feelings of career plateauing appear to be absent from career plateauing conceptualizations.

In this study, psychological plateauing is used to describe the encounters or experiences encountered by individuals as a result of job content plateau and hierarchical/structural plateau. The two different types of career plateauing are typically associated with emotions and perceptions of job unhappiness brought on by a lack of novel or demanding tasks (job content plateau) and little to no upward mobility and career advancement in the organizational structure (hierarchical/structural plateau). On a psychological level employees may get dissatisfied with their jobs, get demoralized, and lose interest in continuing with the work (psychological plateau). A maintenance plateau is characterized by an individual general gratification towards their current position and their lack of interest in career advancements at this point in time (i.e., they are pleasantly plateaued). Low levels of psychological plateauing are likely to be related to a high maintenance plateau.

The psychological plateau is based on Hall's concept and perspective of a career plateaued employee as someone whose output is either stable (maintenance plateau) refers to a standstill situation or employee with a dropped output over time due to a loss of enthusiasm by the present situation (a plateau in both psychological and job-related factors)¹⁶⁸. The psychological plateau typically represents the feelings associated with the job content plateau and hierarchical/structural plateau.

While the elements for hierarchical/structural plateau focus on lack of advancement or career promotion, the elements that make up for job content plateau emphasize a lack of challenges and employment opportunities. Because it focuses entirely on thoughts about

work performance and productivity, the psychological plateau covers so much in comparison with the job content and hierarchical/structural plateaus. Based on the outcome, a contemporary or advanced psychological plateau paradigm is needed, as it compares both the hierarchical/structural and the job content plateaus. In spite of the fact that the psychological plateau addresses feelings brought on by job content and hierarchical/structural plateaus, its goal is to quantify determinants since it will affect workers' employability, employee motivation, job satisfaction, and job participation in the presently underway research. For the purposes of this study, career plateauing is characterized as a state wherein, it is improbable that future hierarchical professional advancement will occur (hierarchical/structural plateau). The individual has learned whatever they need to know about their job and has no new problems to deal with (job content plateau). The individual is pleased with his or her current job (maintenance plateau) and his or her current job has left him or her disgruntled, disillusioned, and uninspired (psychological plateau). Study organizations can benefit from the aforementioned notion of career plateauing because of their flat organizational structure. This encompasses of structural/hierarchical plateau concept and job content plateau, because all linked to more streamlined organizational structures that results in fewer prospects for vertical growth and people who hold onto jobs for a long time. This study assesses a novel plateau construct called psychological plateauing, which captures how people feel when they reach a work content or hierarchical/structural plateau. The psychological plateau is adversely related to the maintenance plateau since it reflects those who are content with their current position and do not pursue development¹⁵².

Structural and Content Plateauing

Although content plateauing is inevitable, structural plateauing is possible to avoid. When an individual's structural and content plateaus, it is referred to as a midlife crisis or a stagnation in life. Individuals who choose to stay longer in their existing post due to their refusal to hunt for employment outside of their current company may experience a contentment plateau when their workplace no longer offers them any possibilities or challenges^{152, 169}.

Empirical Research: Because of their increased anxiety and low morale, employees who are amid structural plateaus, become more psychologically distressed and less committed to the organization. Meanwhile, Lack of perceived organizational support is unrelated to content plateauing. Employees who are subjected to hierarchical or content plateauing are commonly disregarded by their employers, making them feel unappreciated and undervalued¹⁷⁰. Employees may feel that there is inadequate organizational support as a consequence, which could have severe effects on both them and the company. A link between managers' job attitudes and hierarchical (structural) and content plateauing was found¹⁷¹.

Types of plateaued employees

A career structure identifies four categories of achievers who have reached a plateau. Based on their actions and organizational activities, employees are classified as productively plateaued, pleasantly plateaued, partially plateaued, and passively plateaued¹⁷².

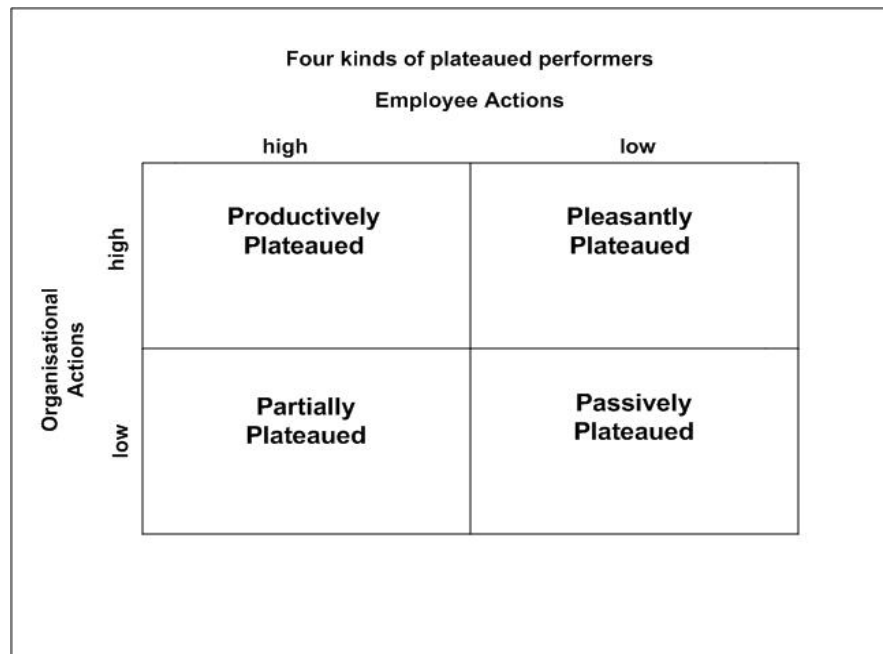


Figure 2.3.2 Achievers in a Career Structure that is Plateauing

Source: Leibowitz, Kaye, and Farren (1990, p. 30) are the authors.

There are four sorts of plateaued workers, according to the model: productively plateaued, partially plateaued, pleasantly plateaued, and passively plateaued.

Individuals who have reached a productive plateau are people that can take risks not risk averters who prevail in a high-pressure environment. They have a good reputation among their coworkers and are loyal to their boss. Employees that have reached a partial plateau are experts in their industries and work on innovative projects. They maintain solid contacts in the workplace and take part in activities that keep them from becoming stale. Employees who are more satisfied in their present position are unconcerned about promotions or advancement in their careers. They like what they do and plan to stay at their current job for a long time. Employees who have been in the same job for over five years have learned nothing new about it. They aren't creative or innovative in any way¹⁷³.

Internal Factors That Affect Career Plateauing

These elements, including age, racial or ethnic background, gender, relationship status, position, and tenure, may be responsible for career stagnation.

Gender: Women are marginally more plateaued than males. Double plateaued (both hierarchical and job content plateaued) or non-plateaued men were more likely than women to fall into these categories. Women, on the other hand, reported more job content plateaus than males. Mentoring reduces career plateau tendencies, either directly or indirectly, and finally eliminates the gender pay gap in positions^{174,175}.

Age: Employees who have reached a professional plateau are older than others whose jobs have advanced further. The feeling of being stuck is common while some have been offered opportunities for promotion, there are many older professional workers who have held the same post for a long time.¹⁷⁴ Women middle managers who had plateaued significantly older than the middle managers, with an average age of 46 to 50 who had not plateaued, who had an average age of 41-45¹⁷⁶.

Other research has found that plateauing does not occur in accordance to age. Because older employees frequently outperform younger peers, managers should avoid linking age with a view of individuals' career immobility. The unfavorable effects of plateauing were particularly pronounced in younger age groups. The study found that job content plateauing did not affect all older workers, indicating that age alone is not a reliable indicator of job content plateauing¹⁷⁷. The most significant change in perceptions of hierarchical plateauing was around the age-30 transition period, when judgments were substantially lower compared to individuals from early adulthood and beyond, but were significantly higher than those from early adulthood¹⁷⁸.

Race: Professional plateauing has been shown to be influenced by race by limiting

possibilities, which can result to limited or reduced capability, enthusiasm, or both, and eventually restrictive behaviors. Black managers felt less recognized in their businesses than white managers, despite having less discretion in their roles, earning noticeably lower ratings on productivity and advancement from their managers, experiencing career plateaus more frequently, and reporting lower job satisfaction. While people will have met this illness during their careers, this does not help us understand what alterations could happen later due to the lack of study to date to clarify this. The race was revealed to have an indirect impact on promotion decisions via important job-relevant traits, to the cost of black applicants¹⁷⁹.

Marital Status: There is a variance in career plateauing for categories based on marital status, as per the findings of a study. Workers who had reached a plateau seemed more probable to be married than single, but the study found no connection between respondents' levels of plateauing and their marital status.

Rank: A person's salary increases when they are promoted, this provides more opportunities for progress. Promotion is something that every employee hopes to achieve at some time in their career. This is especially true for military members, whose rank reflects their military service accomplishments. Many career officers have reached a stage in their careers where development opportunities are constrained as a result of the military's restructuring. When Taiwanese professional officers are unable to advance to a higher rank or station, they assume their career has come to an end¹⁸⁰.

Tenure: The longer the tenure, the more probable the person will hit a roadblock in his or her career. Employees who had hit a plateau remained the longest, indicating that the longer someone works in an organisation, the less likely they are to advance. However,

boredom and an absence of advancement chances can occur at any point in an employee's career, experience and superiority are less likely to result in feelings of being stranded in one's area. Therefore, it is anticipated that organizational tenure will be associated with hierarchical plateauing but not with job content plateauing¹⁸¹. Depending on how long you've been employed, the link between a perceived plateau and career planning can change. Early in their professional careers, those who feel they have reached a career plateau may engage in significant career planning in an effort to break through the plateau, whereas people who feel this way later in their careers may feel that any further career planning is pointless. Regardless of their term of employment, workers who do not consider they have achieved a professional plateau might partake in career planning.

The way plateauing is defined appears to be substantially responsible for the mixed data and contradictory conclusions about the effects of career plateauing. Workers are said to have reached plateaued if they have held the same post for five years or more. After more than seven years in their current position, managers are said to have reached a plateau. These disparities in employment tenure vary by chronological era and ignore the reality that plateauing might occur to varying degrees¹⁸².

The previous study determined that career plateauing has nothing to do with age inconsistent results were found in their studies on the association professional plateauing and marital status, indicating a need for more study^{175, 176, 178}. The variable work tenure chronological duration in connection with career plateauing ignores the fact that career plateauing can happen to a variety of degrees, which should be the focus of future research¹⁸³.

Career plateauing component:

Hierarchical/Structural Plateau; Solid Citizens and deadwood

Basic Summary: Plateaued Personnel are those with a low probability of future progression, such as Solid Citizens and Deadwood.

Metric item:

The employee is concerned that he will no longer be considered for promotions.

The employee does not anticipate rising above the existing position.

Employees' future chances of advancement are slim.

Employees are not likely to advance in their careers.

The employee not making any progress in the company where they work ^{184, 185}.

Job Content Plateau

Core Summary: A job is said to have reached a content plateau when its responsibilities no longer present any opportunities or demands.

Job Content example: 1. When an employee's job is not challenging any longer.

2. Employees no longer get difficult work assignments. 3. No more improvement or opportunity to learn new things. 4. Employees have no chance to experiment with fresh ideas. 5. Employee has a routine role the job entails a lot of repetition and regularity¹⁸⁶.

Maintenance Plateau: Core Description: Being content with one's existing work level; being happily plateaued. Maintenance plateau example: 1. Employees are generally pleased with their work.

2. Employees involve in the Maintenance plateau prefer going about their everyday work routine without complaints. 3. Such employees derive pleasure and satisfaction

working at the company. 4. Employees do not mind if they have a promotion or never advance in their career. 5. Employee feels so fulfilled and pleased with the advancements they have received thus far in their profession ¹⁸⁷.

Psychological Plateau. **Core description:** Being content with one's existing work level; being happily plateaued. Psychological Plateau example 1. The employee is generally pleased with their work.

2. I like going about my everyday work routine.
3. I like my job at this company.
4. I do not mind if I never advance in my career.
5. Employee is pleased with the advancements received thus far in their profession ¹⁸⁸.

2.3.2.1 Job Satisfaction

Studies on job satisfaction and contentment have been conducted from a variety of angles, including dispositional, contextual, and individual fit. Dispositional approach proponents assert that job satisfaction is a reflection of a biological feature that causes people to concentrate on either the good or bad aspects of their lives¹⁸⁹. Opponents of the situational perspective assert that working circumstances adversely influence job satisfaction, which is in opposition to their views on the dispositional perspective. Work that is challenging, equally rewarding, has fair working circumstances, and connections with coworkers and management have all been identified as factors that contribute to job satisfaction¹⁹⁰. In light of Job satisfaction, the person-environment fit perspective can be understood as an attitude present when an individual's skills and the ability requirements of their employment are in harmony. ¹⁹⁰. Furthermore, it's important to consider how

closely a person's needs and the reinforcers available in the workplace correspond. In addition to the aforementioned perspectives, authors have also highlighted (a) effective vs. attitudinal perspectives on job satisfaction and (b) job satisfaction as a global entity vs. various linked qualities¹⁹¹. When defining job satisfaction, the study focuses on the pleasant emotional state that people feel while assessing their employment or job activities. An individual's emotional and/or cognitive evaluation of their work might result in an internal state known as employment satisfaction. The attitude perspective has become more prevalent¹⁹¹. A facet method concentrates on several aspects of the job, such as rewards, interpersonal contact, and the nature of the job itself, whereas a global approach assesses job satisfaction as a single, overall emotion toward the profession. There is disagreement about whether the total number of job facets equals global job happiness or whether it refers to something else. The global job satisfaction idea, on which the study's job satisfaction assessment instrument is based, is supported by the fact that components frequently have a positive correlation with overall job satisfaction¹⁹¹. The framework of the person-environment-correspondence theory is used to define job satisfaction in this study (PEC)¹⁹².

In exchange for money and comfortable working conditions, people apply their skills to fulfill tasks (reinforcing factors), but the work environment forces people to do so (ability requirements)¹⁹³. The global notion of job satisfaction, on which the job satisfaction evaluation tool in this study is based, is validated by the fact that aspects of a job frequently have high correlations with overall satisfaction with one's position. The framework of person-environment-correspondence theory is used to define job satisfaction in this study (PEC)¹⁹³. The theory of work adjustment (TWA), which

distinguishes between intrinsic and extrinsic job happiness, is relevant to this study: Internal fulfillment occurs as a result of working and feeling contented as a result¹⁹⁴. Extrinsic happiness is obtained from characteristics that are specific to the workplace. The literature on career mobility has found a number of factors that influence job satisfaction. For numerous years, researchers have looked into differences in job satisfaction among diverse age, gender, tenure, marital status, and racial groups, with mixed results. Whilst the results remain inconsistent¹⁹⁵. This research participant reported higher levels of job satisfaction in several recent South African studies, albeit this could be impacted by economic status, compensation, and prospects for promotion¹⁹⁶. Although tenure and job satisfaction have been linked by a number of authors, these findings are contradictory. The association between tenure and job satisfaction is comparable to that between job happiness and age. However, it has been determined that across all groups, there is no discernible correlation between tenure and work satisfaction. The ability to employ one's skills at work is positively correlated with job satisfaction, according to ¹⁹⁷. Along with playing to one's abilities, possibilities for intra-organizational career mobility may be related to job happiness. This backs up the theory that employee views of career advancement and advancement prospects are linked to job happiness ¹⁹⁸. Workplace relationships between coworkers and managers seem to be significant predictors of job happiness¹⁹⁸. Feelings of organizational fairness are linked to higher work satisfaction and organizational commitment ¹⁹⁹. The fairness of how money is distributed affects satisfaction more than compensation alone. While data suggests that contented workers are better adjusted, the cause-and-effect connection is ambiguous²⁰⁰. People who feel more in control of their work obligations will be more

motivated to perform and will experience more job satisfaction. Higher-level employees, such as business owners, technical staff, professionals, and people in managerial roles, have been reported to have higher levels of satisfaction with work.

The organization of the job and the perks it offers have an impact on job fulfillment. When their jobs offer autonomy, work identity, task variation, task relevance, and job feedback, employees are happier in their jobs. On the other side, it has been shown that role ambiguity and conflict have a detrimental effect on job satisfaction. Job happiness is influenced by both extrinsic and intrinsic job factors promotion opportunities which are part of intra-organizational mobility, are included in the former²⁰¹. If a person's urge for promotion is not addressed, for instance, extrinsic job happiness may not be realized. Job satisfaction has been proven to have a substantial negative link with turnover or the intention to leave ²⁰².

2.3.2.2 Career Mobility

Despite the fact that career mobility has been studied for decades, there is no one, widely accepted phrase in the literature due to variances in conceptualization. As a result, the construct must be defined and refined. In this study, the phrase "career mobility" is used to refer to both inter-and intra-organizational movements. An employee who changes jobs or professions throughout an organization is referred to by the latter, whereas the former refers to a person who leaves the firm to work for another company. A job change is defined as a change in a person's employment duties, hierarchy level, or position²⁰³. Changing one's line of work to make a living at a certain moment is referred to as changing one's occupation ²⁰⁴. Occupational change necessitates a set of transferrable skills, knowledge, and responsibilities that set it apart from other

occupations²⁰³. Specifically, rather than measuring real career mobility, this research focuses on the perception of intentional career movement. This is done in order to investigate how individuals perceive their current capacity to move across occupations and organizations. Various authors have used terms like alternative job opportunities, and Future career goals or a respondent's expectations for potential development within their current employment organization as well as opportunities for career development, and internal promotion opportunities developmental potentialia²⁰⁵.

The aforementioned elements have been included in many retention studies. The degree to which participants see opportunities for these factors in their current employment is used in this study to evaluate these criteria as part of perceived career mobility. It was emphasized in the study that the significance of factors that keep people in their organizations, jobs, and vocations, despite the perception of other, maybe better, options elsewhere, in order to acquire a holistic knowledge of career mobility²⁰⁶. Three things have been identified as being key forces in favor of job embedding: (a) Fit refers to how well a person's job fits into or enhances other facets of his or her life. (b) Links refers to how closely a person is connected to other people and activities at work. (c) Sacrifices refers to how easily links can be broken (for example what a person would have to give up if they left their present position)²⁰⁶. Six viewpoints were proposed to understand the motivational elements that influence employee mobility and embeddedness, or the factors that keep employees in their existing organizational settings. The structural elements that affect mobility and embeddedness have the biggest effects since mobility is more likely when there are more high-quality work options²⁰⁷. Macroeconomic factors are a significant factor, as more jobs are available in economies that are growing faster.

Given that existing organizations may grow amid booming economic situations, this could be referring to both intra- and inter-organizational job mobility²⁰⁷. Because of the affirmative action policies in place in South Africa, there is a strong demand for and a shortage of skilled black professionals²⁰⁸.

In addition to the strong demand for these specialists, firms also have trouble keeping some accounting and auditing professionals on staff ²⁰⁹. Affirmative action and employment fairness laws in South Africa may lead some racial and gender groups to believe they have more mobility options. Several research have investigated the connection between race and external job mobility, and more especially, intention to depart^{208,210}. The results, meanwhile, are contradictory. Promotional possibilities, which are a part of perceived intra-organizational career mobility, were found to have higher levels of satisfaction among white employees. Investing in human capital, industrial expansion, and the rigidity and permeability of occupational mobility structures are all significant labor market occupational determinants. Employees would be able to switch occupations more easily the more permeable occupational boundaries there are and the more rapidly a sector is growing. Additionally, workers' impressions of these lowered limits may boost their self-assurance in their capacity to successfully transition within employment²⁰⁷. As less possibilities owing to bias and a greater degree of change in occupational responsibilities may result in a greater inclination to leave, human capital investment is a significant influencing factor²⁰⁷. Career mobility may be impacted by organizational rules and practices because people are reluctant to incur the expenses of leaving. People are reluctant to quit an organization due to costs like the loss of insurance and retirement savings, and these factors heavily influence the decision to

leave an organization²⁰⁷. Intra-organizational mobility, social capital, and social support are significant variables in integrating people from the viewpoint of the workgroup. Weak emotional ties to the organization and job mobility are observed when an individual is demographically distinct from others at work and external labor is used. Employee reliance on tasks reduces career mobility between organizations²¹¹. The absence of information regarding how virtual work arrangements affect embeddedness and mobility was brought to light. The number and regularity of time demands as well as support for resolving work-life conflict are important aspects of one's personal life. Where time demands are uncertain and there is a lack of organizational support for resolving work-life conflict, inter-organizational career mobility is higher¹⁰³. These writers emphasize that, in addition to the previously mentioned variables, decisions on career mobility are influenced by factors such as career and life stage considerations. Older workers who are approaching retirement may believe they have less options for intra-organizational career mobility, even though tenure may increase this perception²¹¹.

Career mobility preference: By examining employees' job-hopping, voluntary turnover has been researched with a concentrate on inter-organizational career mobility. The necessity for advancement opportunities has frequently been highlighted in studies on intra-organizational career mobility in order to better understand career mobility and retention²⁰⁶. Employee preferences for job mobility have recently been raised. A person's preference for inter-organizational career mobility (moving between organizations) and intra-organizational career mobility (changing positions and occupations inside an organization) is referred to as career mobility inclination³³. Workers values, in particular confidence in one's ability to embark on career changes, are important factors in

determining career mobility preferences. Values are not the only factor influencing job mobility preferences; personality traits, occupational interests, and attachment patterns also play a role²⁰⁷.

2.3.2.4 Job Involvement

The level of employee engagement or preoccupation with their employment, as well as the level to which they are aware of their occupations, is referred to as job involvement²¹². It may be further defined as the extent to which a job is acknowledged to have a substantial role in meeting the demands of one or more employees. Engagement demonstrates the significance of work for the employee's confidence. Therefore, an employee's presentation of his personal life story fundamentally persuades involvement. then by organizational characteristics and job characteristics²¹³. According to this, job participation is the organizational attitude that demonstrates the extent to which a worker psychologically identifies with their managerial organization, how considerably he or she thinks their work matters, and how much it increases their self-respect. Two distinct ways have been divided up for job involvement²¹⁴. The initial approach is seen as an individual distinction variable, and it is postulated that job involvement occurs when the existence of particular needs, values, or personal qualities leads people into getting somewhat or highly involved in their professions²¹⁵. In the second strategy, job involvement is taken into account as a response to a unique work circumstance. Among the most extensively researched topics in organizational behavior and human resources management are employee job performance, job dedication, and involvement in their jobs. They also said that enhancing job involvement and commitment has been one of

the most effective methods for raising worker productivity. On the other side, employees' perceptions of how their jobs fit into their personal lives are related to their level of workplace commitment. When a person's employment has a favorable impact on him, his level of preparedness and effectiveness instantly rises²¹⁵. As a result, it also fosters a sense of ownership among workers who participate in choices affecting their jobs and activities that are related to them. The correlation between employee commitment and job involvement has been demonstrated by research²¹⁶. This data shows that employees in organizations with a job engagement culture are more dedicated to the organization than those in organizations without such a culture ²¹⁶. Considering a person spends a significant amount of time at work and because their employment actually influences some aspects of their lives²¹⁷. Therefore, human resources managers and organizational development specialists should concentrate on the environment, culture, and design elements that encourage employee engagement in their work. Not only will it increase organizational commitment, but it will also increase work satisfaction and lower staff turnover intentions²¹⁸. In a similar vein, job involvement is crucial to the overall effectiveness of the company in question. Workers with high levels of both job involvement and organizational commitment should be the most inspired because they are attracted by both the job and the organization ²¹⁷. One of the important elements that significantly affects an organization's overall effectiveness is job involvement²¹⁹. In the past 30 years, there has been discussion about how organizational commitments and work involvements affect organizational success. As the primary factors underpinning the performance of an organization, organizational commitment and job involvement are now seen as even more important²²⁰. An

individual has been beneficially affected by his job, and his preparedness and working will consequently rise. Some people also believe that involvement and commitment are combined or components of one another, though this view is not universal.²²⁰ ²²¹.

2.3.3 Organisational Politics

Organizational politics, a self-serving attitude intended to give one an advantage above someone else, is a significant source of psychological strain in unstable work environments.²²² Organizational politics is the study of how individuals within an organization can have an impact on the decisions made by that organization. This can be done through the use of power or through behaviors like agenda control, hiring outside consultants, bargaining or negotiation, timing techniques, information manipulation and control techniques, and coalition building.²²³ This point of view contends that organizational decisions are the outcome of a process in which individuals can form varied combinations or associations to advance their own views and where the desires of the most prominent person or group ultimately win out. Authors have historically considered political behavior as damaging or improper use of power to further personal goals, even when it conflicts with the organization's highest priorities, rules, and policies²²³. The significance of politics in organizations shows that individuals stand to gain or lose something significant as a result of the consequences, whether in terms of reputation or financial gain²²⁴.

Given that organizational politics is a problem that frequently arises in modern businesses, having a full grasp of such behavior may help one to prevent negative outcomes. A technique of social influence called organizational politics involves activity intended at increasing long- or short-term self-interest or benefits, often at the cost of the

interests of others or in a predictable way²⁵. Formally acceptable workplace behavior typically serves the organization rather than a specific person or group or serves the corporation by helping individuals achieve personal goals (such as wellness initiatives, paid time off, awards, and so forth). On the other hand, politics is unofficial and informal behavior that is not outlined in any employee's job description or role, and whose beneficiaries are entirely chosen by the individual rather than the company. As individuals compete with one another to attain their own goals and rise to positions of power, people's behavior frequently influences the psychosocial and informal backdrop of the workplace, which is centered on social variables. This conduct emerges organically from the organization's holes in processes, explicitly forbidden activities, and regulations. This entire process has the tendency to create a distinct political setting. Organizational politics is a method of influencing society in which members of an organization engage in a variety of exploitative behaviors with the explicit goal of boosting self-interest²²⁶. It is quite obvious in organizations but is typically not acknowledged by the existing rules, laws, and policies. The author claims that the body of research indicates that employees' perceptions of organizational politics are linked to a number of unwanted and negative outcomes, such as decreased organizational commitment, task performance, organizational citizenship behavior, and job satisfaction. **Nonetheless, several** recent research implies that there is a beneficial relationship between individual outcomes and political perceptions²²⁶. In their study, they developed a theoretical framework based on the person-organization fit hypothesis. The researchers utilized their model to link the psychological process to these two variables and to uncover feasible explanations for the association between employee work performance

and perceived organizational politics. Machiavellianism was initially acknowledged as a mediator²²⁷. When Machiavellianism was strong, the negative relationship between work performance and perceived politics was attenuated, as more corresponded to higher levels of perceived politics. When Machiavellianism is low, however, the relationship grows stronger²²⁷. A psychological procedure like organization identification was looked into as a secondary mediator.

According to the study, organizational identification both mediates this connection and the influence of Machiavellianism on it. After doing a hierarchical regression analysis, the research results revealed that perceived organizational politics had a significant negative impact on task performance as well as organizational citizenship behaviors (OCBI). According to organizational politics principles, it has a bad link with feelings of management loyalty and job satisfaction that are connected to jobs²²⁷. In a conducted study on the influence of perceived organizational political problems on organizational working pleasures. The data was evaluated using correlation analysis and regression analysis on a sample of 300 workers²²⁸. The research's findings indicate that there is an antagonistic relationship between the two variables. Politics includes both tactical approaches that challenge or make use of authority and the power that imposes social influence on an institution²²⁹. contrasted surface politics, a strategy for exerting control over numerous powerful Source (authority, gatekeeping, resources, manipulation), with deep structural politics, which is rooted in signs, communication, and culture. Deep structural politics refers to the sense-making, the generally accepted rules, the system, and the organizational structure. Organizational politics is around managers' ability to drive or influence processes and changes as well as their political agenda. As a result,

politics is about influencing people's perceptions of organizational reality, both by establishing valid perceptions and forcing them on others²²⁹. The researchers concluded that political conduct has a detrimental influence on the decision-making process. Political strategies and behaviors are commonly noticed in any institution. These strategies have a substantial influence on employee performance at work²³⁰. Employee perceptions of the politics in their workplace might have a substantial impact on their productivity. Politics arise naturally as a result of a varied workforce inside a business, as well as disparities in employee knowledge, objectives, talents, and perspectives²³¹. Past research work was summarized by identifying certain key aspects impacting project team members' individual success²³¹. Individual project team member performance was found to have a negative association with task delegation, but a good relationship with subjective workplace politics, organizational communication, and organizational commitment. Understanding how much it regulates the organization is more important than its actual presence in the context of organizational politics. It's worth noting that research on organizational politics have looked at the topic from a variety of angles. Because the construct is measured on the basis of employee views, the phrase has been employed as a mediator, a moderator, a result, and an antecedent²³¹.

Due of the diversity of opinions and interests inside an organization, politics exist on some level in all organizations. Organizational politics may not yet be fully classified as a good or bad phenomena, but prior study has identified certain unfavorable effects of the practice^{232,233}. There has been research on the impact of office politics on job satisfaction. The researchers examined the relationship between office politics and job satisfaction among employees as well as the effects of different organizational politics

elements. 250 people working in the healthcare sector took part in the study. The data was examined using a t-test, average mean comparisons, and SPSS 23 to assess the hypotheses. The study's conclusions show that there is no connection between employee work happiness and the willingness to take actions that are self-serving in order to attain desired goals. The study's findings indicate that there is a link between employees' quiet activities to further their own interests and their job satisfaction²³⁴.

Operations that advance personal interests over those of the organization are referred to as organizational politics, which is an important aspect of organizational life.

Additionally, it indicates how much an employee views politics in the workplace, leading them to conclude that their working conditions are unfair and unjust. Additionally, organizational politics refers to people pursuing their own interests in a business without taking into account the impact on the organization's ability to fulfill its goals and objectives.

Bounded self-interest assumptions are a significantly better description of actual human behavior inside corporate culture²³⁵. There are some self-centered individuals in the organization that primarily promote their own interests, sometimes at the expense of the organization's goals²³⁵. The influence of organizational politics on the selection of a project for new product development is linked²³⁶. The importance of supporting the identification of organizational politics theory was highlighted by:

Reactions to Organizational Politics

Organizational politics had a detrimental impact on organizational outcomes such as plan of leave, stress, organizational citizenship behaviors, and work satisfaction^{237,238}. In research on the influence of organizational politics, organizational commitment, and

employee turnover intentions on staff efficiency and effectiveness ²³⁹.

The study included 352 employees who were not chosen at random and ranged in age from 25 to 53 years old. The data were analyzed with the use of an ex-post factor study design. Turnover Intention Scale and Perceptions of Organizational Politics Scale were the two measures utilized in the study. Work efficiency, turnover intentions, organizational commitment, and organizational politics all had a stronger link, according to the data. The researchers concluded that employees' activities are influenced by their perceptions of organizational politics²⁴⁰.

The impact of politics on workers' behavior in the banking sector was also investigated in another study ²⁴¹. Organizational politics, according to the study, has a detrimental impact on employees since it can influence irresponsible behavior and turnover intentions, and this is due to the influence of variables such as job involvement and job satisfaction on organizational politics. Organizational politics is also linked to leadership style, according to research. Considerable link between distinct leadership styles and organizational politics was identified ²⁴². Additionally, the study discovered a link between organizational politics, employee resignation propensities, and job stress, suggesting that these elements may be detrimental to workers' general performance. The study's results also showed that perceived organizational politics increased employees' inclinations to leave the company, which in turn raised stress levels among workers, who therefore became a barrier to an organization's expansion and success²⁴².

Perceived organizational politics has an impact on employee performance, which in turn has an impact on the organization's overall performance. In a review of the literature on organizational politics the researchers wanted to look at political abilities, employee

behavior, and corporate politics. Personal power tends to mitigate the moderate relationship between political competence, professional success, and political conduct²⁴³.

244.

2.3.3.1 Organisation Behaviour

Since politics has been mentioned as a part of organizational reality and subjectively experienced in the workplace, I believe it is a mix of these perceptions, as well as specific activities by specific persons, that determine attitudes and behaviors. Otherwise put, it is political behavior—a recurring subject in political science—that provides a foundation for comprehending POPS and drives people's responses to it ^{244, 245}.

In the management literature, political behavior has lately emerged as an important construct in perceived organizational politics research and has attracted a lot of attention, especially during the 1990s. To address this theoretical difference, the researcher distinguishes between two approaches that emerge in the literature. One approach is consistent with traditional claims that political behavior is inherently self-serving and an organizationally non-sanctioned behavior ²⁴⁶. This can be harmful to organizational goals or the interests of others in the organization. This perspective on political conduct has had a significant impact on today's organizational researchers. Taking credit for other people's triumphs, working behind the scenes to get results that aren't attainable through less legal ways, and stabbing others in the back to move ahead are all examples of these political behaviors ^{247, 248}. Such political behaviors are defined by a focus on the goals of acts that are thought to be hidden and self-serving in nature. Some academics who use this approach define political conduct as "the management of influence to achieve purposes not sanctioned by the organization or to achieve

sanctioned ends using non-sanctioned influence tactics",²⁴⁷. Followers of this approach have described the political activity as deliberate persuasion that might favorably alert an organization's status quo²⁴⁸.

Organizational experts have also acknowledged that political behaviors that control institutions are a social illness which might necessitate the need for eradication²⁴⁹. These are some of the most rigid viewpoints found in the literature. In summary, the aforementioned descriptions of political activity have discovered similarities^{249, 250}. Scholars describe the relevance of power struggles over work assets in reflecting the essence of political action²⁵⁰. They claimed that power and disputes are frequently associated with work situations that are depicted as vague and uncertain. The antecedents of political conduct appear to be associated with these working situations. Similarly, it is thought that a lack of clear norms encourages people to participate in non-sanctioned activity regardless of the consequences for others in the company²⁵¹. Others have identified bureaucratic working environments as precursors of political behavior²⁵¹. A second viewpoint emphasizes the positive features of political actions. Scholars are focusing on the positive aspects of political activity instead than characterizing it as ugly, undesired behaviors or fights for resources²⁵².

Political activity is a socially acceptable phenomenon, a social action that contributes to the aims and objectives of the organization." "Political conduct deals with influence efforts that occur at the individual and group level, whereas organizational politics investigates the extent to which such behaviors are widespread in the work, decision making, and resources allocation. Despite the fact that these viewpoints evaluate both good and bad elements of political activity, the definitions are essentially one-sided.

Furthermore, it was defined as "social action that contributes to the aims and objectives of the organization." "Political conduct deals with influence efforts that occur at the individual and group level, whereas organizational politics investigates the extent to which such behaviors are widespread in the work, decision making, and resources allocation," according to ^{253, 254}. Despite the fact that these viewpoints evaluate both good and bad elements of political activity, the definitions are essentially one-sided.

Despite the fact that empirical evidence consistently shows that political behavior has a negative impact on employees' negative psychological states²⁵⁵. Few people believe that there are several interpersonal and organizational benefits to engaging in political behavior activities. Political conduct, for example, has been shown to increase leader-member relationships ²⁵⁵. Political behaviors appear to be an advantage rather than a threat to firms and workers in these conditions. Previous and contemporary efforts to conceptualize political conduct demonstrate a continuing interest by scholars and practitioners, implying that this idea is still in flux. In particular the investigation of political behavior in 171 organizations is of extreme importance if management theory and research are to provide relevant information and sound prescriptive advice to business practitioners about dealing effectively with politics in organizations ²⁵⁶.

However, the bulk of research have failed to analyze political behaviors beyond²⁵⁷. Scholars claim, for example, that corporations utilize a range of impression management techniques to build a positive image in the eyes of its stakeholders ²⁵⁸.

As a result, focusing simply on current viewpoints to interpret political activity may limit our capacity to differentiate political behavior from other forms of social influence. Although political behavior frameworks have been utilized to capture largely negative

elements of POPS, they do not allow for the identification of different taxonomies of political conduct. Political influence strategies are not completely covered by these approaches when it comes to influence attempts. Consequently, the next unit reviews the literature on several taxonomies of political behavior and adds a portfolio of influence methods to account for employee political behaviors in this study. It seeks to accomplish so by looking at the aforementioned flaws in political behavior evaluation through the prism of influence strategies. The study investigates the relationship between employee political influence behaviors and POPS. Political influence behavior is divided into nine influence strategies, which are thought to include the majority of political activities²⁵⁹.

2.3.3.2 Organisational Justice

Organizational justice is one of the most important indicators of employee job satisfaction in a company. This is due to the psychological harm that unfairness causes to employees ²⁶⁰. Absence, resignation, fury, craziness, and retaliatory activities like as theft or sabotage are all examples of employee reactions to injustice. As a result, injustice can have a detrimental impact on productivity, work satisfaction, and trust²⁶¹. In this area, studies have backed the importance of procedural justice (fairness in decision-making), interactive justice (relationships between decisions), and organizational justice's impact on numerous attitudes and behaviors, including work satisfaction in sports organizations ²⁶². However, if employees and management of sports organizations believe they are being treated unfairly, they will engage in conflict with one another in order to get fair outcomes ²⁶². It is self-evident that job satisfaction cannot be achieved without finding the degree of organizational justice and the level of achievement of the organization's goals, as well as receiving feedback on policy

execution, identifying areas that require serious reformation, and continuous performance improvement²⁶³. In this regard, most academics in the last two decades have focused on examining employees' perceptions of organizational policy. This is commonly referred to as organizational politics perception. Organizational policies are concerned with activities that are in conflict with the organization's stated goals. These actions are carried out for selfish reasons that are at odds with the interests of other employees in the company²⁶².²⁶³. On the other hand, it was characterized as "something that impacts workers' attitudes toward their salaries, rewards, and also how social interactions are carried out," and it is "addressed as a favourable attribute related to the various organizational and work-oriented outputs"²⁶¹. "Organizational justice is considered as a necessity for workers when it is utilized to promote the welfare and rights of workers, including influence on employee attitudes, layoffs, and work commitments" in the workplace²⁶⁴. This notion, which has been debated extensively by psychologists and sociologists up to now, has begun to be recognized as a tool by business managers to improve organizational performance. Organizational justice is defined as an organization's just and honest behavior toward its employees and a fair approach of treating employees²⁶⁴.²⁶⁵.

2.3.3.3 Distributive Justice

"Distributive justice is basically how equitably the resources have been shared among the persons the significance of allocating organizational resources to employees based on their real performance and commented on its value. Employees are more likely to encounter distributive unfairness, if resources distribution is not based on merit and performance. The idea goes beyond simply emphasizing employee rewards or desired

outcomes and analyzes fair and equitable ways to discipline employees ²⁶⁶. Employees of a similar organization will perceive distributive justice differently because they will evaluate their own inputs and outcomes differently, such as salary, incentive, reward, recognition, prestige, and so forth. ²⁶², ²⁶⁶.

Procedural Justice

Given that they judge their own inputs and outcomes—such as pay, incentives, rewards, recognition, prestige, and so on—differently, employees of similar organizations will have different perspectives on distributive fairness. Both components, however, have a major impact on management outcomes²⁶⁷. The notion of such justice is "fairness in policies and processes in topics like as pay, promotions, reward and punishment, working conditions, and performance evaluation," among other things. It is described as the extent to which employees think that the policies and procedures of their firms promote equality. In "social trade," "procedural fairness is considered to be a crucial resources." In order to practice procedural justice, organizational rules and procedures must be fair, and employee input must also be taken into account²⁶⁸. While procedural justice assesses and considers fairness throughout the decision-making process or formal policy set to decide how those resources are distributed, distributive justice is the degree of importance or proportion given to an employee²⁶⁸.

Interactional Justice

Transactional justice is concerned with sensitive issues, individual interpretations, or social accounting to the extent that the employee perceives the transaction to be fair after

following certain procedures. According to study, interactive justice is an extension of procedural justice, which relates to the administration's techniques of dealing with persons and is tied to the way managers engage with subordinates²⁶⁹. The quality of interindividual behaviors to which a person is exposed before and after decision-making is referred to as interactional fairness. Interactional justice is concerned with how subordinates are treated fairly²⁶⁹.

The three elements of organizational justice, including general satisfaction and satisfaction by distinctive occupational features such as surveillance, advancement, payment, coworkers, and the job itself, are linked to coaches' job satisfaction. This relationship is positive and statistically significant²⁷⁰. To back up this claim, several sports management scholars discovered the three elements of organizational fairness (distributive, procedural, and interactive) may predict key factors like work satisfaction²⁷¹.

Other research, however, have found that a lower perception of organizational policy has beneficial professional effects, such as increased job satisfaction ²⁷¹. Furthermore, perceptions of organizational politics have been proven to have a statistically significant influence on organizational justice, with a high association between the two that employees' perceptions of organizational policy had a positive and statistically significant association with work satisfaction in a recent study ²⁷¹. Research shows that high levels of organizational policy perception led to lower levels of work satisfaction among employees, and vice versa²⁷². According to their 2013 study of sports professionals from the municipality of Tehran, there is a negative and statistically significant relationship between organizational politics perception and organizational

justice perception, and organizational politics perception predicts 28% of changes in organizational justice perception. Organizational policies present themselves in the form of employee stress and unhappiness and had a considerable negative impact on work satisfaction²⁶¹. Organizational policies have a considerable impact on perceived organizational fairness²⁶¹. Nonetheless, there was a link between perceived organizational policies and work satisfaction in their study²⁶¹.

2.3.3.4 Diversity

Diversity is described as differences in personal traits and characteristics that lead people to think that the person next to them is not like them. Age, gender, race/ethnicity, nationality, religion, tenure, academic history, occupational background, task skills, knowledge, attitude, and finally preferences ranging from local to cross-border preferences are the main characteristics that constitute diversity. Diversity studies have emphasized the importance of age, gender, race/ethnicity, tenure, functional background, and educational background²⁷³. Additionally, the three types of workgroup diversity were examined. 1. diversity in social categories; 2. diversity in information; and 3. diversity in values. Social category diversity refers to variations in easily recognizable characteristics like age, gender, and race/ethnicity, whereas informational diversity refers to differences in knowledge and opinions associated to job-oriented factors like tenure, functional background, and educational background²⁷⁴. While value diversity emerges when individuals of a group have different values, beliefs, and cognitive processes regarding the job and purpose at hand ²⁷⁴. In a thorough examination of 40 years' worth of literature, the social categorization approach and the information decision-making perspective were shown to be crucial in diversity research and

performance. While viewpoints concerning knowledge decision-making support informational diversity, perspectives on social categorization place an emphasis on relational aspects (age, gender, and ethnicity) and favour social category variation²⁷⁵.

Studies have discovered a negative correlation between social category diversity and group performance, but a positive correlation between informational diversity and performance because more diverse groups are more inclined to have a wide range of task-relevant knowledge²⁷⁶. In light of the fact that categorization procedures can create subcategories based on relational characteristics within the workgroup (for example, us and them depending on race and gender), as well as inter-subgroup interactions, one may contend that social identification theory and social categorization theory are anti-diversity theories²⁷⁶. One may argue that the social identification theory and the social categorization theory are anti-diversity theories because categorization procedures can produce subcategories based on relational characteristics within the workgroup (for instance, us and them depending on race and gender).

Dimensions of diversity

The social categorization concept and the social identification theory could be said to be anti-diversity theories since categorization techniques can result in subgroups based on relational qualities within the workgroup (for example, us and them dependent on race and gender). Several scholars have presented their own typology for defining diversity traits in the Future research agenda, for example, distinguished between obvious characteristics (age, gender, and race) and underlying characteristics (education, functional background and tenure)²⁷⁷ categorized them as surface-level and deep-level diversity, dividing them into attributes with high and low visibility. Furthermore,

although they used different names, their classifications of variation were similar. Age, gender, and racial/ethnic diversity were divided into two categories in accordance with the aforementioned classifications of diversity and earlier research: relationship- and task-oriented diversity (tenure, functional, and academic history). To sum up, this study split diversity into the social categorization diversity and the informational diversity categories²⁷⁷.

As a result, relational and task-oriented diversity are the terms used to describe these two types of diversity. From previous studies, the majority of academics have focused on social categorization diversity but have paid little consideration to informational diversity²⁷⁷. Several researchers have acknowledged different theoretical perspectives such as social identity theory. Self-categorization theory²⁷⁸. similarity attraction theory²⁷⁸. upper echelon theory, and information decision-making theory²⁷⁵. in order to back up these diversity variables and the erratic outcomes they produce in diversity research. These underlying theories explain the conflicting results by providing conceptual understandings and logical reasons. In order to comprehend the usefulness of these concepts in diversity studies, the current investigation provides an overview of the many types of diversity and its findings are supported by a wide range of theories. As a result, an extensive discussion was held to pinpoint the many aspects of variety and their effects.

Age Diversity

The topic of age diversity is widely recognized and extensively covered in the literature on diversity management. India, for example, relies on roughly 70% of its young people; nevertheless, age-related diversity is not a worry in India, regardless of the fact that

countries like China, America, and Japan utilize workers with greater expertise, illustrating the significant age gap between countries²⁷⁹. To close this gap in the age differences among employees, numerous studies on the age diversity in the workforce have been conducted. Age diversity has generally been backed up by the concepts of social categorization, social identification, and similarity attraction, which claim that age variety has an uneven impact on organizational outcomes. These theoretical stances may therefore have an effect on the dynamics of working environments, with senior staff members performing worse than younger coworkers²⁸⁰. For instance, one research suggests that a group with a greater age diversity is more likely to have high turnover rates. Similar findings emerged from another meta-analysis of research it was determined that age diversity had a negative correlation with performance outcomes. Additionally, it was discovered that groups with a wide range of ages exhibit slightly worse group dynamics and performance²⁸¹. given that of these unclear findings, a complete review of the literature and research was conducted, and the results led to the conclusion that contextual elements in diversity study are significant since their impact changes the shape of results²⁸¹. When the effectiveness of the team process mediated the adverse relationship between age diversity and work outcome, it was discovered that it reduced the unfavorable outcomes while boosting the work output²⁸².

Once transformational leadership is weak, age diversity has a detrimental impact on team performance; however, when transformational leadership is strong, age diversity has no impact on team performance. To further understand the nature of the earlier findings, this study carried out a thorough examination of the literature on the relationship between age diversity and performance outcomes²⁸².

Gender Diversity

Prior to the 1990s, employers and human resources management professionals mostly neglected gender diversity and the status of women in work environments due to the majority of organizations being centered on affirmative action programs, discrimination, and cultural bias, emphasizing the low representation of women in the workforce²⁸⁰. After the 1990s, research was more focused on the representation of women in the workforce, regardless of gender discrimination. Numerous studies have been conducted, many of which focus on gender diversity in management. Numerous studies have been conducted on the impact of gender diversity on the success of a business^{282, 283}. Some research discovered a favorable connection, while others discovered a negative connection, and still others discovered no connection at all²⁸³. In a number of studies, researchers have shown the beneficial effects of gender diversity on corporate performance and competitiveness. For instance, an inverted U connection was used to depict how gender diversity at the organizational level affects company success²⁸⁴. The non-linear relationship between gender diversity and business efficiency is lessened by high levels of innovation and low levels of risk-taking²⁸³. Other researchers, on the other hand, assert that men are less committed to their jobs and more likely to leave them, suggesting that gender diversity benefits women more than men²⁸⁰. In an experimental study, it was discovered that adopting the value-in-diversity perspectives increases the effectiveness of workgroups²⁸⁰. However, laboratory studies on the influence of gender diversity on performance have produced a range of results. In these studies, several researchers have employed a range of theoretical stances in an effort to determine why

there are discrepancies in gender diversity and performance. The majority of published research emphasizes numerous hypotheses in support of diversity literature²⁷⁷.

Almost every study examines the ideas, finding that certain future research agenda are favorably related while others are adversely associated. In line with social identification theory, self-categorization theory, and similarity attraction theory, gender diversity was negatively correlated with performance. These theories contend that while employing a balanced workforce of men and women has many advantages, having more men in the workforce has a negative impact on gender diversity. The top management team, according to other theories like the upper echelon theory and resources dependency theory, benefits from gender diversity, though. Due to differences in the results, this study undertook a detailed examination of the literature on gender diversity and underlying concepts²⁸⁴.

Racial Diversity

Racial variety may make a person feel alienated from the other members of their group because of differences in values, views, color, and linguistic barriers. Racial diversity has always been a key factor of interest in diversity studies because to prejudice against people of color and individuals of other races by white people in the United States. Numerous studies have been done on racial and ethnic diversity. A strong correlation among ethnically diverse teams and better performance is demonstrated by almost all studies, both in the lab and in the real world. While it was discovered that highly ethnically varied teams supplied a greater range of perspectives on both procedures and outcomes than homogeneous teams over time, it was also observed that

ethnically diverse teams created more creative and unique ideas than homogeneous ones²⁸⁵ in a brainstorming activity²⁸⁵.

An empirical study indicated that the adoption of a growth strategy by businesses resulted in a continuous relationship between racial diversity and corporate performance²⁸⁵. In high-innovation organizations, there is a positive correlation between racial diversity and company productivity, while there are no meaningful findings in low-innovation firms²⁸⁵.

It was found that people from diverse racial or ethnic backgrounds are less likely to stay in the group, are less psychologically attached to it, and are more likely to be absent. A thorough analysis of the literature demonstrates positive as well as negative impacts of racial or ethnic diversity on the three outcomes of process, performance, and affect/attitude. Instead of uniform teams, and perspectives on effectiveness and process. Conversely, there were more null findings (58%) than positive and negative findings combined (42 per cent). Similarly, a meta-analysis of 24 research found no link between race/ethnic diversity and cohesiveness and performance²⁸⁶. Despite the fact that prior research has shown mixed findings, it has been suggested that if diversity is skillfully handled, it can have a good impact on the group's creativity and idea production. Instead of homogenous teams, focus on process and performance²⁸⁶.

Ultimately, studies on racial or ethnic diversity present two opposing perspectives: optimistic and pessimistic perspectives. In a more optimistic perspective, having more diversity in groups offers several benefits, including improved group performance and

financial results, which are both thought to be raised by having more resources and opinions²⁸⁶.

Educational Diversity

Educational diversity is typically viewed as a job-related diversity because scholars understand education as a collection of experiences, information, and knowledge that are significant to cognitive skills²⁸⁴. Age, gender, and ethnic diversity have been deemed to be less job-oriented because they only make up a small portion of experiences. Being more knowledgeable and experienced than one's peers in terms of education acknowledges the possibility of changing employment, which could cause turnover²⁸⁷.

The degree levels of undergraduate, graduate, postgraduate, and doctoral degrees have been used to quantify the diversity of educational backgrounds. Educational diversity's impact on organizational success has yielded conflicting results. High turnover is a result of highly educated employees in top management teams being more likely to change jobs²⁸⁷. It was found that a team's educational diversity had a detrimental influence on performance. On the other hand, a study of research and development teams found that educational diversity was positively correlated with team performance when strong transformational leadership was present²⁸⁶. It was discovered that a company's financial success is positively impacted by having a top management team with a varied range of educational backgrounds. There is no correlation between educational variety and group performance, according to a meta-analysis of many

studies²⁸⁷. Finally, this part looked at prior research, and the findings led many academics to the conclusion that various aspects of diversity produce varied outcomes. Therefore, further research is required to paint a whole picture of educational variation. an analysis of how educational diversity affects outcomes based on mix results.

Tenure diversity

Relational diversity and job-oriented diversity, the former of which is determined by tenure diversity²⁸⁸. Have been recognized by researchers. Organizational and group tenure are the two categories of tenure. Organizational tenure corresponds to the whole duration of time that people committed in an organization, whereas group tenure refers to the length of time spent working together as a group. The diversity of group tenure in the top management team has been used to gauge the profitability and productivity of team performance²⁸⁹. Organizational tenure diversity is known to have an impact on the organization's overall efficiency. To measure tenure diversity as a continuous interval variable, the coefficient of variation—which can be calculated as the standard deviation divided by the mean—has been employed 290. The results indicate that employees who have worked for a company for a long time may have a superior understanding of its culture and operating system. Some researchers have revealed a connection between organizational tenure and performance as well as group tenure and performance²⁹¹. According to a study, psychological commitment and the ambition to stay in the organization were positively correlated with being different from the other members in terms of organizational longevity, while being present in the organization was negatively associated ²⁹⁰. Future group tenure studies found no association between tenure diversity and team effectiveness when shared objectives were strong, but a negative relationship

when they were low²⁹². In regulating retirement in the top management team of Japanese enterprises, group tenure has an important effect. A positive and significant connection between tenure diversity and team performance was found in a meta-analysis of many research.²⁹¹ It was claimed in review research that team tenure diversity has no impact on the effectiveness of the team. Contrarily, it was shown that functional background diversity contributes to task conflict; yet, it has been claimed that over time, task conflict has a more positive impact on how well people execute cognitive tasks since a team of workers worked through it²⁹⁰. In a meta-analysis of the studies, it was discovered that functional background diversity was the best indicator of team success. Functional diversity has also gotten less attention because top management teams (TMT) at the organizational level are the focus of the majority of study on the topic.

The top management team research has discovered null results as well as connections among functional background diversity and organizational performance that are neither good nor negative²⁹². Measurement of workforce diversity and its outcomes. Members of academics have studied workforce diversity, and they mostly used two methods to accomplish so. The Euclidean distance metric is a useful tool for examining things like behavior and attitudes at the individual degree.

Second, measurements of entropy and coefficient of variation were used to evaluate the diversity outcomes at the group level. Euclidean distance does not provide a thorough measure of group diversity, which is the primary difference between these two methodologies²⁹³. Rather of focusing on JIBR a specific sort of diversity, the initial method examined it in two general categories: demographic similarity and demographic dissimilarity (for example. race diversity or gender diversity). The D-score (difference

score) method was used to assess individual similarity and dissimilarity. D-score or Euclidean distance formulas have been used to calculate the degree to which an individual differs from the other members of the work unit in terms of a particular demographic attribute. In the second method, a number of diversity indices have been used to determine an overall diversity index. The coefficient of variation, Blau index of heterogeneity, and entropy index are the three most frequently used diversity metrics²⁹³. The aforementioned measures were used by researchers depending on the qualities of the variables. Two different types of indicators of diversity were frequently employed: one for categorical data (race, gender, degree of education, and functional background) and the other for continuous variables (age, tenure). According to the classification of researchers, age was regarded as a categorical variable and degree of education was considered a continuous variable in some studies. For categorical variables, coefficient of heterogeneity is frequently used, but for continuous variables like age and tenure, coefficient of variation is used²⁹⁴. However, the Blau heterogeneity index was utilized by the vast majority of the studies. The Blau index ranges from 0 to 1, where 0 represents a completely homogeneous group and 1 represents a heterogeneous group of individuals split into an infinite number of groups. The Blau index is possibly the quickest, clearest, and most straightforward method for measuring the impact of diversity on company efficiency²⁹⁵.

These ambiguous and mixed findings might be due to a variety of factors. To begin, researchers analyzed the contradictory data using several ideas from the diversity management literature. The ideas of self-categorization, social identity, and similarity-attraction theory address the detrimental effects of variation, including heightened

conflict, misunderstanding, and weakened cohesiveness²⁹⁶.²⁹⁷. The self-categorization hypothesis states that people associate with a group based on social comparisons such as status, education, and wealth. Diverse individuals of the group create subgroups based on this assumption, and these members have strong emotional bonds and interpersonal relationships because they have similar interests with their group, which can lead to disputes, decreased cohesion, and increased turnover²⁹⁶. Another significant idea is social identity theory, which claims that people categorize themselves into social groups based on important characteristics such as age, gender, ethnicity, religion, and nationality. Individuals establish a sense of identity based on this reasoning in order to perceive themselves as members of certain groups or communities, resulting in discrimination, stereotypes, and intergroup bias. Because this form of prejudice has a detrimental influence in the workplace, this theory suggests that a group of homogeneous people has a good impact rather than a group of varied people²⁹⁷.

The study found that effective diversity management and diverse practices can improve a company's performance. Finally, diversity management strategies like education programs, diversity training, fair hiring practices, and inclusion policies can help multicultural organizations manage conflicts, tensions, and cohesiveness as a result of diversity. They additionally have the potential to maximize collaborating to improve organizational outcomes like efficiency, satisfaction, and commitment²⁹⁸.

Further research that examined each dimension of diversity separately typically produced negative or insignificant results. However, the fault line theory contends that by examining the effects of each dimension of diversity collectively rather than

individually, the negative effects of individual diversity can be better understood and mitigated^{299,297}.

As a result, future research will be able to examine the consequences of each dimension of diversity in tandem rather than on an individual basis. Third, various scholars have used different definitions of diversity notions. For instance, some researchers combined all the factors equally to assess diversity index²⁹⁷. whereas the majority of researchers examined the diversity index individually for gender, age, and race/ethnicity. As a result of the varied operationalization of diversity factors, mixed findings may ensue.

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2.4 Conceptual Framework

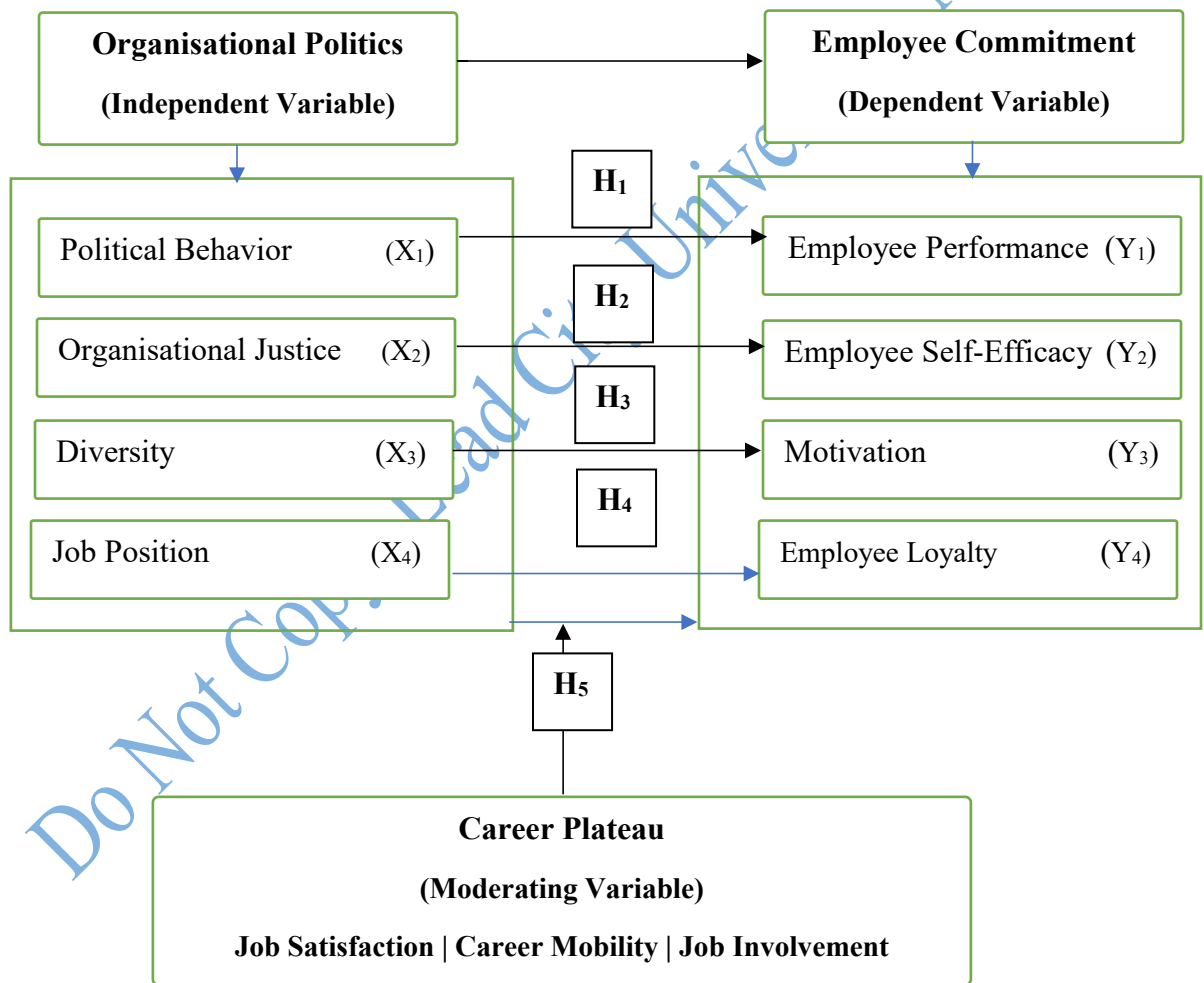


Figure 2.5: Conceptual Framework for the study Source: Researcher's Developed Model,

Model (2022)

Source: Researcher's Survey 2022-2023

2.4.2 Model Specification

The following is the functional model construction for the proposed previous expectation on the dependent and independent variables:

$$EC = f(OP)(CP)$$

$$EC = EP, ESE, M, EL$$

$$OP = PB, OJ, D, JP$$

$$CP = JS, CM, JI$$

$$EC = F(PB, OJ, D, JP)(JS, CM, JI)$$

The mathematical model of the above functional model is as follows

$$EC = f(PB+OJ+D+JP)(JS+CM+JI)$$

$$EC = PB+OJ+D+JP$$

$$EC = JS+CM+JI$$

$$OP = PB+OJ+D+JP$$

$$CP = JS+CM+JI$$

The estimated econometric model of the above functional equation model is formulated

as follows:

$$EP_{i,t} = \beta_0 + \beta_1 PB_{i,t} + \beta_2 OJ_{i,t} + \beta_3 D_{i,t} + \beta_4 JP_{i,t} + \mu_{i,t} \quad (1)$$

$$ESE_{i,t} = \beta_0 + \beta_1 PB_{i,t} + \beta_2 OJ_{i,t} + \beta_3 D_{i,t} + \beta_4 JP_{i,t} + \mu_{i,t} \quad (2)$$

$$M_{i,t} = \beta_0 + \beta_1 PB_{i,t} + \beta_2 OJ_{i,t} + \beta_3 D_{i,t} + \beta_4 JP_{i,t} + \mu_{i,t} \quad (3)$$

$$EP_{i,t} = \beta_0 + \beta_1 RC_{i,t} + \beta_2 JS_{i,t} + \beta_3 CM_{i,t} + \beta_4 JI_{i,t} + \mu_{i,t} \quad (4)$$

$$ESE_{i,t} = \beta_0 + \beta_2 JS_{i,t} + \beta_3 CM_{i,t} + \beta_4 JI_{i,t} + \mu_{i,t} \quad (5)$$

$$M_{i,t} = \beta_0 + \beta_2 JS_{i,t} + \beta_3 CM_{i,t} + \beta_4 JI_{i,t} + \mu_{i,t} \quad (6)$$

Where: EP = Employee Performance

ESE = Employee Self-Efficacy

M = Motivation

EL = Employee Loyalty

PB = Political Behavior

OJ = Organisational Justice

D = Diversity

JP = Job Position

JS = Job Satisfaction

CM = Career Mobility

JI = Job Involvement

β_0 = Unknown constant to be estimated

$\beta_1 \dots \beta_4$ = Unknown coefficient to be estimated

μ = Error term

i = Sample unit of panel

t = Time of period

2.5 Summary of Gaps in Literature Reviewed

The topics and studies have demonstrated that a profusion of evidence from extant theory and research demonstrating that organizational politics and career plateau are an inextricable part of organizational life, affecting practically every aspect of organizational performance. Employee job satisfaction, performance of the organization, staff turnover intentions, and organizational citizenship actions have all been shown to be influenced by organisational politics. Further to that, those components of perceived politics, like colleague at work political behaviors, department manager political behaviors, as well as general organizational political environment, were found to have significant influence on elements of human resources management practices, albeit in different proportions depending on the organizational setting, according to the empirical review. Overall, it has been discovered that perceived organizational politics produces positive results, contrary to what many people believe³⁰⁰. Furthermore, it is impossible to overstate how closely the independent and dependent variables are related in light of the empirical review. In addition to supporting the theoretical arguments made by the various theories, empirical research also highlighted how the modern workplace has changed organizational politics perception dynamics.

Furthermore, in assessment of the relationship link involving perceived organizational politics and fairness in human resources management practices, the characteristics of organizational politics as articulated are significant.

Furthermore, to better understand how political savvy affects human resources practices, more research is required. By analyzing the effect of political acumen as an element of perceived politics on fairness and equity in human resources management techniques, this study will help close this gap. Despite the fact that they discovered a significantly positive relationship between political skill and contextual performance, they were unable to demonstrate a link between the former and equality in various human resources management techniques³⁰¹. Additionally, in research examines the Effect of Perceived Organizational Politics on Workers Turnover Intentions to Leave, it was stated that more research was needed to understand how political skill influenced various human resources management techniques and organizational behavior outcomes. This study sought to address a gap in the literature by analyzing the effects of coworker conduct on elements of fairness in human resources management procedures^{301, 302}.

In the available literature, the researcher did not come across any challenges to model unlike other career plateauing models. This model recognizes that content plateauing affects workers in a variety of ways and takes age demographics into account; nevertheless, factors impacting career plateauing such as gender and ethnicity were not included.³⁰³. There has been little empirical research on the moderators' roles in the connection among career plateauing and performance of work. Similarly, no significant effort has been made to conduct detailed studies on a specific element of industry, such as the energy and Gas sector, to uncover other mitigating variables³⁰⁴. Following the

findings of the analysis, I hope to present many solutions for dealing with career plateauing in order to assist organizations in the energy and gas sector, particularly the study organisations, in dealing with this situation.

A comprehensive examination of plateaued versus non-plateaued managers found that some managers find their jobs fascinating and even more challenging, whereas others find them monotonous and unchallenging, leaving them unmotivated as well as unwilling to commit to their jobs or advance. When individuals feel their work is meaningless, unchallenging, and their skill diversity, task identity, and task relevance are low, according to the job characteristics idea, career plateauing may occur³⁰⁴. Based on Hackman and Oldham Model Staff believe their jobs are meaningless and unchallenging, and that their skill variety, work identity, and job satisfaction are lacking.

Finally, this research would reveal the nature of the impact of various components of organizational politics on employee commitment to work and effect of plateau have on employee commitment to the organization. This information would fill a void that has existed in the energy sector for a long time in private organizations. In fact, it is necessary to determine how organizational politics and career plateaus influence equity on the one hand, and to clearly document the nature of this influence on the other hand, in order to improve future behavior and interventions in terms of the reforms required to transform Nigeria's private sector.

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Chapter Three

Methodology

For the purpose of this research, a variety of methodologies were used (Mixed methods). This strategy blended quantitative and qualitative methods. The employment of both quantitative and qualitative methodologies collectively led to a greater knowledge of study concerns than either strategy alone, which is an important consideration for mixed-method research. This study used a mixed-methods approach to investigate the moderating impact of career plateau experience on how study participants' workers assessed the relationship between organizational politics and employee commitment.

3.1 Research Design

The explanatory sequential design was used in this investigation because it facilitated data collection, analysis, and testing of correlations across variables that revealed the extent variables influence each other as well as their dynamics. Simply put, the process of gathering and analyzing quantitative data comes first, followed by qualitative data. Which is appropriate when the goal of the study is to determine traits, characteristics,

frequency, trends, classifications, and human behavior, it also helps the researcher to ascertain human behavior in a natural environment.

Research issues that cannot be adequately addressed by either quantitative or qualitative methodologies alone benefit from mixed-method designs to more clearly grasp connections or distinctions among qualitative and quantitative data, blending techniques may be applied. Throughout the course of the study, they can provide participants with the opportunity to express themselves and share their firsthand knowledge. Furthermore, it may offer up a number of research avenues that broaden the body of information already available and permit in-depth analyses of problems. Mixed approaches can promote broader intellectual exchange, and the perspective of the researcher can be broadened by the variety of perspectives that are brought to the research topic. The justification for combining quantitative and qualitative methods is that neither one is sufficient to fully capture the trends and specifics of a situation, such as a complicated topic of organizational politics and employee commitment.

3.2 Population of the Study

The management and staff of the chosen companies make up the study's population.

SPEC EPCC and Sterling Global Gas Limited The study comprised of two (2) different organization in the gas processing industry in Ukwani Local government area of Delta state. The population consists of:

- (a) 300 staff of SPEC EPCC Limited, Delta State Gas Plant
- (b) 200 staff of Sterling Global Limited, Delta State.

Total: 500 staff

Table 3.1 Population of the study showing the names of selected Companies and number of employees used for the population of the study.

S/N.	Name of Company	Population:	Senior:	Junior:	Total:
1.	SPEC EPCC Limited		60	240	300
2.	Sterling Global Limited		35	165	200
	Total:		95	405	500

Source: *Company's HR Data (2022)*.

3.3 Sample Size

Taro Yamani's Statistical formula was utilized in determining the sample size for this investigation in figuring out the sample size for a finite population. The total number of people from which the sample was collected is assumed in this formula to be finite, not infinite. The acceptable error margin for each sample is expected to be more than zero and never equal to or lower than zero. a simpler formula for estimating sample sizes.

The following is the formula:

$$N = \frac{n}{1 + Ne^2}$$

Where n = sample size

N = Population size

1 = Constant

E = Error limit or margin error of level of significant (accepted error at 5%) for instance

0.05

The translation of the formula is as follows:

$$N = 500$$

$$1 + 500 (0.0025)$$

$$= 1 + 1.5$$

$$N = 500$$

$$\frac{500}{2.5} = 200$$

The sample size is 200 as a result. The sample sizes for each of the locations are shown below; the two (2) samples are:

- i. **SPEC EPCC:** $\frac{60 \times 200}{100} = 120$
- ii. **Sterling Global:** $\frac{40 \times 200}{100} = 80$

3.3.1 Sample Size Distribution

Table 3.2. Sample Size Distribution Table.

Company	Sample Size	Percentage%
SPEC EPCC	120	60%
STERLING GLOBAL	80	40%

Source: *Field Survey. (2022).*

3.4 Sampling Technique

The stratified sampling technique (proportional allocation) was used to present the sample with a high level of accuracy and sufficiency. The sample size will be stratified according to the number of staff members who received questionnaires.

This is demonstrated using the formula below.

$$nx = \frac{(n)(N)}{P}$$

Where nx is sample size in each level

n

Total sample size for the study

N

P

Any collection of sampling units that does not comprise the whole set of sampling units that have been specified as the population is considered to be a sample size which is a subgroup of the population that is chosen in representing the entire population¹. As a general rule, a sample of 30% of a population under 1000 is adequate to represent the full population². Consequently, a sample of 200 employees was chosen for this study to represent the whole population of 500. 40% of the population was as a result. The distribution of the sample's responders was based on how the department was actually represented in the population. A selected portion of the general population was chosen because examining the entire population would be difficult owing to time, cost, and accessibility.

3.4.1 Stratum Representation of Sample Size

Table 3.3 Stratum Representation of Sample Size

Organization	Population		Total	Sample Size n_x		Sample Size
	Senior	Junior		Senior	Junior	
SPEC EPCC	60	240	300	24	96	120
Sterling Global	35	165	200	14	66	80
Total	95	405	500	38	162	200

Source: *Field Survey. (2022).*

3.5 Description of Research Instrument

To fulfill the study's objective, a closed-ended structured questionnaire with a Likert scale pattern is the instrument used for data collection in this research endeavor. Items addressed particular goals. Four components, A, B, C, and D, comprise the questionnaire. The purpose of Section A is to extract information about the sociodemographic the demographics of the respondents, such as their gender, age, marital status, and level of education or professional experience, job classification, and length of service. Section B will capture objective one which is Level of employee commitment (LEC) Section C is designed to generate data on the second objective Level of organisational politics (LOP) and general political behaviour. Section D captures the third objective on career plateau and career mobility.

The instruments were administered personally with the help of few research assistant trained

for this purpose. For more clarification the researcher explained the study purpose to the respondents in one of his visits to each of the focused organization. The self-administration is to ensure a high rate of retrieval and also enable the respondents to ask and obtain clarification on the issues that seems not too clear to them. The response rate was adopted from the 5-point Likert scale.

3.6 Validity and Reliability of the Research Instrument

Data were collected using three (3) self-structured questionnaires that covered each significant variable in the study.

3.6.1 Validity

The following mechanism were used by the researcher to guarantee the validity of this study: The organizational politics questionnaire was prepared by adopting Kacmar and Carlson POPs model with reliability alpha of 0.87. the scale is used to measure politics as the independent variable ^{3,4}. While utilizing this measure, participants will be given the following definition of organizational politics (OP): "People's deliberate deeds of influence to further their own interests." "People in this organization strive to lift themselves up by putting others down," for example. "In this organization, there has always been powerful and influential group that no one ever opposes." " Even if they disagree with widely held beliefs, employees are encouraged to speak their minds."

The career plateau measure looked at one's opinions toward their careers and assessed how much they were content and structurally plateaued. The items used by Milliman were utilized to evaluate this measurement⁵The career plateau metric evaluated a person's perceptions of their careers and determined how content and structurally plateaued they

were. To assess this measurement, the Milliman-used items were employed. The assertions specifically address career plateauing, which is defined as a situation where (1) hierarchical career advancement is unlikely. (2) the workers have mastered all necessary skills and faces no additional difficulties (job content plateau), (3) The worker is contented with his or her existing position. (Maintenance plateau), and (4) The worker is unmotivated, frustrated, and discontent with their existing position. (psychological plateau).

Employees' commitment questionnaire was prepared by adopting Allen and Mayer (1990) three component employees' commitment model of which affective commitment was taken⁶. The scale was categorized into three subscales: perseverance, affective, and normative) commitment. Workers' economic commitment to the company is more closely linked to continuity commitment. Employees' emotional relationship to the company is more important in affective commitment. Employees' feelings of staying with an organization based on ethics and morals are referred to as normative commitment. The scale was recently confirmed by in a study and found to have overall reliability of 0.88. Validity is also a plus⁷. according to the researchers who utilized this scale to assess emotional and continuation commitment, found reliability scores of 0.893 and 0.711, respectively⁸.

3.6.2 Reliability

The anticipated 0.87 score was based on real reliability and validity testing⁹. Additionally, a different researcher employed this scale and obtained a Cronbach's Alpha score of 0.837 in assessing the validity and reliability of the scale in relation to their tests¹⁰. In another study conducted the score of POPs was highlighted to be .096¹¹.

The career plateau scale ($\alpha = 0.87$) was found to be reliable. Given that the skewness and kurtosis values of the scale and subscales were within the range of +/-1.0, the data were normally distributed.

Employee commitment: With an overall reliability of 0.88, the scale was recently confirmed by the researcher. The researchers also demonstrate a favorable validity¹² outcome. Another researcher confirmed the reliability score as .893 and .711, respectively, using this scale to assess emotional and continuance commitment¹³.

This demonstrates that all three scales were reliable and credible because their dependability values in relation to prior accretion were higher than the required threshold of 0.6¹⁴.

3.6.3 In – Depth – Interview (IDI)

In-depth Interview (IDI) will be utilized to supplement and complement the quantitative data collection method. This is to guarantee that certain information that may not be caught by the quantitative is captured through the researcher's probing interaction with the respondents. Furthermore, using a questionnaire alone may not be sufficient to obtain sufficient and expected bits of information from respondents as requested. There will be ten IDI sessions in all. Apart from note-taking, the IDI sessions were done with the use of an interview guideline and recording device to help the researcher in recording and retaining original responses from respondents.

Table 3.4 In – Depth – Interview (IDI)

ORGANISATIONS	IDI LOCATION	NO OF RESPONDENT
SPEC ENERGY	EBEDIE	6

Source: Researcher's Survey 2022-2023

3.7 Administration and Method of Data Collection

The initial data was gathered using a survey questionnaire that used a drop and pick approach in order to get a high response rate¹⁵. The questionnaire method was utilized because it ensured equal and homogeneous data collection by posing the same question to each respondent in the same way. In order to describe the entire population, questionnaires also made it possible to quickly and inexpensively collect original data from the selected sample of the population.

3.8 Method of Data Analysis

The demographic characteristics and each of the study's variables was analyzed using descriptive statistics. The following formula was used to present the data obtained from the Simplified percentage approaches and frequency distribution tables for the survey

$$\% = \frac{f \times 100}{n}$$

Where:

f = frequency of response to each questions

n = the number of respondents

To make the data more understandable and reader-friendly, the researcher will graphically represent it using bar charts and pie charts.

The data was analyzed by the use of the multivariate statistical analysis technique It is

employed in structural connection analysis. a factor analysis and multiple regression analysis combined. Structural Equation Modeling (SEM) will be a preferred method for this research.

Qualitative Data Analysis

The qualitative data obtained during the IDI sessions was content-analyzed with t-test, multiple regression analysis, and Pearson product moment correlation (PPMC) are also used.

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Endnotes

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Chapter Four

Results and Discussion of Findings

This section concentrated on acquiring evidence, presenting it, analyzing it, and providing arguments against the empirical findings. The information was gathered to examine the connections between organizational politics, career plateau experience, and employee commitment. The information pertaining to the distributed questionnaire was the primary emphasis of the chapter's first section. The demographic information and descriptive statistics of the respondents were then analyzed and evaluated. In a related development, the discussions of the findings were presented according to specific research hypotheses drawn from the particular research questions. Tables presenting the demographic profiles of the respondents and descriptive data were used to analyze the results.

Also, the test of hypotheses was shown in tables and figures with appropriate captions and interpretation, and the discussion of the findings was corroborated by similar findings in the literature.

4.1 Response Rate

Two hundred copies of the questionnaire (200) were shared among the **SPEC EPCC and Sterling Global in Nigeria**. Only one hundred and sixty-two (162) recoverable copies of the questionnaire were utilized for the analysis. It indicates a reaction rate of 80.5%, adequate for making empirical conclusions about the connections between organizational politics,

experiencing a career plateau, and employee commitment. The response rate is depicted in Figure 4.1.

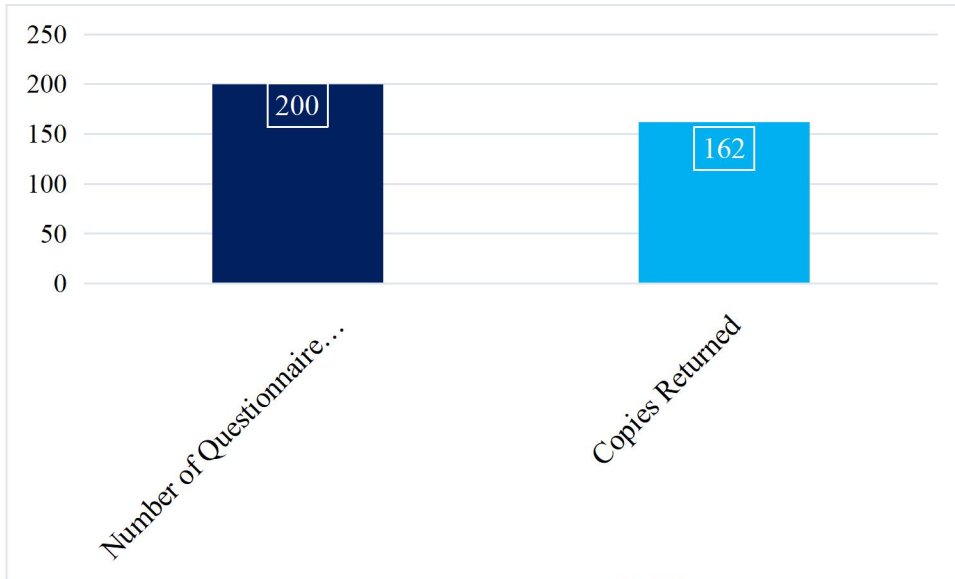


Figure 4.1: Percentage of Returned Questionnaire

Source: Researcher's Survey 2022-2023

Figure 4.1 demonstrates the percentage of copies of the questionnaire that were given to the study's respondents that were returned. Prior to the study, a minor missing data was identified and corrected during the data cleaning process. There were only 162 copies of the questionnaire that could be used for the analysis.

4.1.2. Demographic Profiles of Respondents

Table 4.1 displays the demographic breakdown of the responders. This cut across marital status, age brackets, educational qualifications, Position in the Company, number of years in the current organisation, forms of employment and Nationality.

Table 4.1 Demography Characteristics of Respondents

	Frequency	Percentage
Age Distribution		
26–35	83	51.2
36–45	60	37.0
46–55	14	8.6
56–59	5	3.2
Total	162	100
Gender		
Male	113	69.8
Female	49	30.2
Total	162	100
Educational Qualification		
WASC/GCE/ND	53	32.7
HND/B.Sc	74	45.7
MBA/M.Sc	35	21.6
Total	162	100
Position in the Company		
Junior	52	32.1
Intermediate	104	64.2
Senior	4	2.5
Management	2	1.2
Total	162	100
How long have you been working with the company?		
0 - 4 years	14	8.6
5 - 10 years	144	88.9
11 – 20 years	1	.6

21 – 30 years	2	1.2
31 – 40 years	1	.6
Total	162	100
Form of Employment		
Permanent	48	29.6
Contract	102	63.0
Third-Party	12	7.4
Total	162	100
Marital Status		
Single	57	35.2
Married	75	46.3
Divorced/separated	22	13.6
Widow/Widower	8	4.9
Total	162	100
Nationality		
Nigerian	132	81.5
Foreigner	30	18.5
Total	162	100

Source: Researcher's Survey 2022-2023

Table 4.1 shows the respondents' age distribution. 162 responders, consisting of which, 83(51,2%) were within 26-35, 60 (37.0%) consisted between the ages of 36 and 45, 14(8,6%) were within the age bracket of 46-55 years, while 5(3.2%) of the respondents were within 56-59 years. This implies that most of the respondents are young adults, accounting for 88.2% of the population. The gender breakdown of the 162 responders is also shown in the table, 113(69.8%) were males while 49(30.2%) were females. This data shows that the males accounted for a larger part of the population sample, with 69,8%.

Similarly, according to the respondents' status about their educational background, were 162 respondents in total. 53(32.7%) were WASC/GCE holders, 74(45.7%) were HND/BSC holders, also 35(21.6%) were MBA/MSc holders. This implies that HND/BSC holders account for 45.7% of the sample population.

Also, the position of respondents in their various establishments, this table depicts that, of 162 total number respondents, 52(32.1%) fall within the junior category, 104(64.2%) are intermediates, 4(2.5%) are seniors, while 2(1.2%) are management members. This shows that a larger percentage of the respondents falls within the intermediate category. Also, of the 162 respondents, 14(8.6%) have worked with the firm for 0-4 years, 144(88.9%) have worked within 5-10 years, 1(0.6%) have worked within 11-20 years, 2(1.2%) have worked within 21-30 years, while 1(0.6%) worked within 31-40 years. This depicts that 88.9% of the population have worked within the firm within 5-10 years. The table also shows the descriptive statistics for the respondents' form of employment; of the 162 respondents, 48(29.6%) are permanent workers, 102(63.0%) are contract workers, and 12(7.4%) are through a third party. This depicts that the contract workers account for a larger percentage of the population sample.

The table also depicts the demographics for the respondents' marital status; of the 162 respondents, 57(35.2%) are single, 75(46.3%) are married, 22(13.6%) are divorced/separated, while 8(4.9%) are widow/widowers. This shows that the majority of the respondents are married, holding 46.3% of the sample population. Also, of the 162 respondents 132(81.5%) are Nigerians while, 30(18.5%) are foreigners.

4.2 Descriptive Statistics

Under each table, descriptive statistics with the proper interpretation were used. This section contains results of the descriptive analysis. It must be noted that five Likert scales were used for the descriptive statistic commencing from Strongly Agree (5), Agreed (4), undecided (3), Disagreed (2) and Strongly Disagreed (1). The descriptive statistics are presented in Tables 4.2 – 4.8.

Table 4.2 Political Behaviour

		SA	A	U	D	SD	Mean	SD
		5	4	3	2	1		
PB1	People in this organisation attempt to build themselves up by tearing others down.	13 (8.0)	25 (15.4)	15 (9.3)	83 (51.2)	26 (16.0)	3.55	1.29
PB2	There has always been an influential clique in this department\organisation that no one ever crosses.	24 (14.8)	81 (50.0)	18 (11.1)	26 (16.0)	13 (8.0)	3.97	1.12
PB3	Gossip is a major source where employees get information here.	12 (7.4)	38 (23.5)	16 (9.9)	78 (48.1)	18 (11.1)	3.45	1.32
PB4	Managers/supervisors build up resources to increase their personal power, not really to benefit the organisation.	13 (8.0)	26 (16.0)	15 (9.3)	79 (48.8)	29 (17.9)	3.39	1.35
PB5	Promotions around here are not always on merit because how employees get theirs are often political.	8 (4.9)	4 (2.5)	11 (6.8)	89 (54.9)	50 (30.9)	3.21	1.39
Average							3.51	1.29

Source: Researcher's Survey 2022-2023

Table 4.2 shows the descriptive statistic of political behaviour which was measured using five (5) items. Finding out if employees in the organization try to lift themselves up by bringing others down was one of the criteria utilized for this measurement of the 162 respondents, it was realized that 13(8.0%) from the respondents firmly believe that members of the organization try to elevate themselves by demeaning others 25(15.4%) of the respondents agree, 15(9.3%) of the respondents neither agree nor disagree with the statement, 83(51.2%) of the respondents disagree with the statement. Besides, 26(16.0%) of the respondents strongly disagree that people in the organisation attempt to build themselves up by tearing others down, with a mean score of 3.55 and a standard deviation of 1.29; this depicts that majority of the respondents which accounted for 67.2% of the population are of the opinion people in the organisation attempt to build themselves up by tearing others down.

It was also revealed from descriptive statistics that 24(14.8%) of the respondents strongly agree that there has always been an influential clique in their department\organisation that no one ever crosses, 81(50%) of the respondents agree with the statement, 8(11.1%) of the respondents are not sure with the statement, 26(16.0%) of the respondents strongly disagree, while 13(8.0%) of the respondent disagree with the statement, with a mean score of 3.97 and standard deviation of 1.12. This implies that the majority of the population agrees and strongly agrees with accounted for 64.8% that there has always been an influential clique in the department\organisation that no one ever crosses.

It was also discovered from descriptive statistics that, of the 162 respondents, 12(7.4%) of the respondents strongly agree with the statement that gossip is a primary source where employees

get information organisation, 38(23.5%) of the respondents agree with the statement, 16(16.0%) of the respondents remains undecided, 78(48.1%) of the respondents strongly disagree. Also, 18(11.1%) respondents disagree, with a mean score of 3.45 and a standard deviation of 1.32. This shows that most of the population believe that gossip is not a significant source where employees get information, accounting for 59.2% of the respondents.

It was also in the researcher's interest to know if respondents' Managers\supervisors build up resources to increase their personal power, not to benefit the organisation. Of the 162 respondents, 13(8.0%) of the respondents strongly agree with the statement, 26(16.0%) of the respondents agree, and 15(9.3%) of the respondents neither agree nor disagree with the statement. In addition, 79(48.8%) of the respondents disagree with the statement, while 29(17.9%) of the respondent strongly disagree that Managers\supervisors build up resources to increase their power, not really to benefit the organisation., with a mean score of 3.39 and standard deviation of 1.35. This depicts that a more significant percentage of the population disagrees that Managers\supervisors build up resources to increase their personal power, not really to benefit the organisation, which accounted for 66.7% of the population sampled.

However, the descriptive statistics also reveal that 8(4.9%) of the respondents strongly agree that Promotions in their organisation are not always on merit because how employees got theirs are often political., 4(2.5%) of the respondents agree with the statement, 11(6.8%) of the respondents are not sure with the statement, 89(54.9%) of the respondents strongly disagree, while 50(30.9%) of the respondent disagree that promotions in there organisation are not always on merit because how employees got theirs are often political, with a mean score of 3.21 and standard deviation of 1.39. This implies that most of the population disagrees and strongly

disagrees with accounted for 85.8% of those promotions in the organisation are not always on merit because how employees got theirs are often political.

Table 4.3 Organisational Justice

		SA	A	U	D	SD	Mean	SD
		5	4	3	2	1		
OJ1	Management has designed policies to discourage favouritism.	35 (21.6)	60 (37.0)	20 (12.3)	37 (22.8)	10 (6.2)	4.00	1.08
OJ2	Forming caucuses is frowned upon by management at every level.	33 (20.4)	68 (42.0)	12 (7.4)	40 (24.7)	9 (5.6)	4.02	1.07
OJ3	Leadership positions are based on competency.	34 (21.0)	88 (54.3)	8 (4.9)	18 (11.1)	14 (8.6)	4.58	0.97
OJ4	Reward management is always based on merit.	48 (29.6)	61 (37.7)	14 (8.6)	26 (16.0)	13 (8.0)	4.65	0.92
OJ5	Teamwork is always encouraged in my organization	51 (31.5)	59 (36.4)	18 (11.1)	15 (9.3)	19 (11.7)	4.44	0.95
Average							4.34	0.99

Source: Researcher's Survey 2022-2023

Table 4.3 shows the descriptive statistics of organisational justice measured using five (5) items. One of the items used for this measurement was to find if management has designed policies to discourage favouritism. It was discovered that 35(21.6%) of the respondents strongly agree with the statement, 60(37.0%) of the respondents agree, 20(12.3%) of the respondents neither agree nor disagree with the statement, 37(22.8%) of the respondents disagree with the statement.

Besides, 10(6.2%) of the respondents strongly disagree that there is a strong link between respondents' monthly allowance and their performance, with a mean score of 4.00 and a standard deviation of 1.08. Most of the respondents, which accounts for 58.6%, believe management has designed policies to discourage favouritism.

It was also revealed from descriptive statistics that 33(20.4%) of the respondents strongly agree that forming caucuses is frowned upon by their organisation management at every level., 68(42.0%) of the respondents agree with the statement, 12(7.4%) of the respondents are not sure with the statement, 40(24.7%) of the respondents disagree, while 9(5.6%) of the respondent strongly disagree that forming caucuses is frowned at by their organisation management at every level, with a mean score of 4.02 and standard deviation of 1.07. This shows that the majority (62.4%) of the population sampled believe that forming caucuses is frowned upon by their organisation management at every level.

It was also discovered that out of the 162 respondents. 34(21.0%) of the respondents strongly agree that leadership positions are based on competency, 9(3.2%) of the respondents agree with the statement, 88(54.3%) of the respondents were undecided, and 8(4.9%) of the respondents disagree. Also, 18(11.1%) of the respondents strongly disagree, with a mean score of 4.58 and a standard deviation of 1.07. This shows that most of the population believe that leadership positions are based on competency, accounting for 75.3% of the respondents.

The researcher was also interested in learning whether management always rewards respondents on the basis of merit. 48 respondents (29.6%) strongly agree with the statement, 61 respondents (37.7%) agree, and 14 respondents (8.6%) don't know whether to agree or disagree with the statement. In addition, 26(16.0%) of the respondents disagree with the statement, while 13(8.0%) of the respondent strongly disagree that reward by management is always based on merit, with a

mean score of 4.65 and a standard deviation of 0.92. This implies that a large part of the organisation agrees that reward by management is always based on merit, which accounts for 57.3%

It was also in the interest of the researcher to know if teamwork is always encouraged in their organisation; 51 (31.5%) of the respondents strongly agree with the statement, 59(36.4%) of the respondents agree, 18(11.1%) of the respondents neither agree nor disagree with the statement. In addition, 15(9.3%) of the respondents disagree with the statement, while 19(11.7%) strongly disagree that teamwork is always encouraged in their organisation, with a mean score of 4.74 and a standard deviation of 0.82. This shows that most respondents believe that collaboration is always encouraged in their organisation.

Table 4.4 Diversity (DVT)

		SA 5	A 4	U 3	D 2	SD 1	Mean	SD
DVT1	Superiors are genuinely interested in the opinions of all employees.	40 (24.7)	42 (25.9)	38 (23.5)	32 (19.8)	10 (6.2)	4.00	1.01
DVT2	Management always welcomes different opinions.	12 (7.4)	65 (40.1)	17 (10.5)	34 (21.0)	34 (21.0)	4.10	0.88
DVT3	Recruitment is based on qualifications and competencies.	42 (25.9)	57 (35.2)	14 (8.6)	37 (22.8)	12 (7.4)	4.22	0.94
DVTz	People from all backgrounds have equal opportunities to succeed in this organisation.	35 (21.6)	55 (34.0)	44 (27.2)	18 (11.1)	10 (6.2)	3.96	1.02

DVT5	There is a corporation between superiors and subordinates	26 (16.0)	77 (47.5)	29 (17.9)	12 (7.4)	18 (11.1)	4.12	1.01
Average							4.08	0.97

Source: Researcher's Survey 2022-2023

Table 4.4 depicts the descriptive statistics of the diversity measured with five (5) items, as shown in the table. One of the items used for this measurement is to determine if superiors are genuinely interested in the opinions of all employees. It was discovered that 40(24.7%) of the respondents strongly agree, 42(25.9%) of the respondents agree, 38(23.5%) of the respondents neither agree nor disagree with the statement, and 32(19.8%) of the respondents disagree with the statement. Likewise, 10(1.4%) of the respondents strongly disagree with the statement that Superiors are genuinely interested in the opinions of all employees., with a mean score of 4.00 and a standard deviation of 1.01. This means that the population believes Superiors are genuinely interested in all employees' opinions, accounting for 50.6% of the respondents.

It was also revealed from descriptive statistics that. out of the 162 respondents, 12(7.4%) of the respondents strongly agree that management always welcomes different opinions., 65(40.1%) of the respondents agree with the statement, 17(10.5%) of the respondents were not sure about the statement, 34(21.0%) of the respondents disagree, while 34(21.0%) of the respondent strongly disagree that management always welcomes different opinions, with a mean score of 4.10 and standard deviation of 0.88. This shows that 47.5% of the population agree that management always welcomes different opinions.

The data also reveals the descriptive statistics that 42(25.9%) of the respondents strongly agree that recruitment is based on qualifications and competencies, 57(35.2%) of the respondents agree with the statement, 14(8.6%) of the respondents were indecisive about the statement, 37(22.8%) of the respondents disagree. Also, 12(7.4%) of the respondents strongly disagree, with a mean score of 4.22 and a standard deviation of 0.94. This shows that most of the population believe recruitment is based on qualifications and competencies, accounting for 61.1% of the respondents. The researcher wanted to know if people from all backgrounds have equal opportunities to succeed in the respondent's organisation. 35(21.6%) of the respondents strongly agree with the statement, 55(34.0%) of the respondents agree, and 44(27.2%) of the respondents neither agree nor disagree with the statement. In addition, 18(11.1%) of the respondents disagree with the statement, while 10(6.2%) of the respondent strongly disagree that people from all backgrounds have equal opportunities to succeed in their organisation, with a mean score of 3.96 and a standard deviation of 1.02. It implies that 55.6% of the population believes People from all backgrounds have equal opportunities to succeed in their organisation.

It can also be noted from descriptive statistics that 26(16.0%) of the respondents strongly agree that there is a corporation between superiors and subordinates in their organisation, 77(47.5%) of the respondents agree with the statement, 29(17.9%) of the respondents were not moved by the decision, 12(7.4%) of the respondents disagree. Also, 18(11.1%) of the respondents strongly disagreed, with a mean score of 4.12 and a standard deviation of 1.01. This shows that most of the population believes there is a corporation between superiors and subordinates.

Table 4.5 Job Position (JP)

SA	A	U	D	SD	Mean	SD
5	4	3	2	1		

JP1	I have adequate information about my job roles	34 (21.0)	50 (30.9)	33 (20.4)	33 (20.4)	12 (7.4)	3.94	0.97
JP2	My job responsibilities are specific	42 (25.9)	45 (27.8)	29 (17.9)	28 (17.3)	18 (11.1)	3.89	0.92
JP3	I am provided with specific day-to-day activities	44 (27.2)	66 (40.7)	25 (15.4)	23 (14.2)	4 (2.5)	4.21	0.86
JP4	I get promoted when due	14 (8.6)	86 (53.1)	20 (12.3)	31 (19.1)	11 (6.8)	4.01	3.99
Average							3.89	1.29

Source: Researcher's Survey 2022-2023

Table 4.5 shows the descriptive statistic on the job position of respondents. This was measured with four items. To know if employees have adequate information about their job roles, it was discovered that 34(21.0%) strongly agree that employees have adequate information about their job roles, 50(30.9%) agree, 33(20.4%) were indifferent about the statement while 33(20.4%) disagree, 12(7.4%) strongly disagree that employees have adequate information about their job roles with a mean score of 3.94 and a standard deviation of 0.97, This shows that majority of respondents agree that they have adequate information about their job roles.

It was also in the researcher's interest to know if employees' job responsibilities are specific and measurable. 42(25.9%) agree with the statement, 45(27.8%) strongly agree with the statement. 29(17.9%) were undecided about the statement, 28% disagreed with it, while 18(11.1%) strongly disagreed that their job responsibilities are specific, with a mean score of 3.89 and a standard deviation 0.92.

It was also discovered from the descriptive analysis that 44(27.2%) strongly agreed that employees were provided with specific day-to-day activities, 66(40.7%) agreed with the statement, 25(15.4%) were undecided, while 23(14.2%) disagree with the statement and 4(2.5%)

strongly disagree that employees were provided with specific day-to-day activities, with the mean score of 4.21 and a standard deviation of 0.86. This shows that a large portion of the respondents believe that they were provided with specific day-to-day activities. The researcher also wanted to know if employees get promoted when due. It was also revealed from the descriptive statistics that 14 (8.6%) respondents strongly agree that they get promoted as at when due, 86(53.1%) respondents agree with the statement 20(12.3%) were undecided about the statement. Also, 31(19.1%) strongly disagreed, and 11(6.8%) disagreed with the statement, with a mean score of 4.01 and a standard deviation of 3.99.

Table 4.6 Employee Loyalty (EL)

		SA	A	U	D	SD	Mean	SD
		5	4	3	2	1		
EL1	I feel a strong sense of belonging to my organisation.	46 (28.4)	54 (33.3)	25 (15.4)	22 (13.6)	15 (9.3)	4.15	0.93
EL2	I am proud to tell others that I work at my organisation.	47 (29.0)	54 (33.3)	28 (17.3)	21 (13.0)	12 (7.4)	4.01	0.94
EL3	I feel personally attached to my organisation.	28 (17.3)	64 (39.5)	37 (22.8)	22 (13.6)	11 (6.8)	3.98	0.95
EL4	Most of the time, I find it easy to agree with my organisation's policies.	30 (18.5)	70 (39.5)	23 (14.2)	24 (14.8)	15 (9.3)	4.01	0.89
EL5	My recent stay in this organisation is that I do not have a choice.	12 (7.4)	32 (19.8)	36 (22.2)	53 (32.7)	29 (17.9)	2.66	1.19

Source: Researcher's Survey 2022-2023

Table 4.6 shows the descriptive statistics of employment loyalty measured using nine (9) items demonstrated in the table. One of the items used for this measurement was to find if respondents feel a strong sense of belonging to their organisation. It was discovered that of the 162 respondents, 54(28.4%) of the respondents strongly agree, 54(33.3%) of the respondents agree, 25(15.4%) of the respondents neither agree nor disagree with the statement, and 22(13.6%) of the respondents disagree with the statement. Besides, 15(9.3%) of the respondents strongly disagree with the statement, with a mean score of 4.15 and a standard deviation of 0.93. 61.7% of the population believe they feel a strong sense of belonging to their organisation.

Also, it was revealed from descriptive statistics that 47(29.0%) of the respondents strongly agree that they are proud to tell others about their organisation, 54(33.3%) of the respondents agree with the statement, 28(17.3%) of the respondents unsure with the statement, 21(13.0%) of the respondents disagree, while 12(7.4%) of the respondent strongly disagree that they are proud to tell others about their organisation, with a mean score of 4.01 and standard deviation of 0.94. This implies that the majority of the population agrees and strongly agree, which accounted for 62.3% of the respondents believing that they are proud to tell others about their organisation.

It was also discovered from descriptive statistics that of the 162 respondents, 28(17.3%) of the respondents strongly agree that they feel personally attached to their organisation. 64(39.5%) of the respondents agree with the statement, 37(22.8%) of the respondent's undecided, 22(13.6%) of the respondents disagree. Also, 11(6.8%) of the respondents strongly disagree, with a mean score of 3.98 and with a standard deviation of 0.95. This shows that most of the population attest that they feel attached to their organisation, accounting for 56.8% of the respondents.

The table also depicts the results discovered from the descriptive statistics, 30(18,5%) of the respondents strongly agree with the statement that they find it easy to agree with organisation policies, 70(39.5%) of the respondents agree, 23(14.2%) of the respondents neither agree nor disagree with the statement, 24(14.8%) of the respondents disagree with the statement while 15(9.3%) of the respondent strongly disagree that employees participate in decision making, with a mean score of 4.01 and standard deviation of 0.89. This shows that 58.0% of respondents find it easy to agree with organization policies.

It was also in the interest of the researcher to know if respondents currently stay in their organisation because they do not have a choice. Of the 162 respondents. 12(7.4%) of the respondent strongly agree with the decision, 32(19.8%) agree, 36(22.2%) remain undecided about the statement. Moreover, 53(32.7%) strongly disagree that their current stay in their organisation is because they do not have a choice, and 29(17.9%) disagree with the statement, with a mean score of 2.66 and a standard deviation of 1,19. This implies that most of the respondents disagree that the current stay in their organisation is because they do not have a choice, with 50.6% of the population accounted for.

Table 4.7 Motivation (MTV)

		SA	A	U	D	SD	Mean	SD
		5	4	3	2	1		
MTV1	Welfare packages here is not encouraging.	29 (17.9)	82 (50.6)	26 (16.0)	15 (9.3)	10 (6.2)	4.03	0.97
MTV2	My co-workers support me in my career development.	16 (9.9)	56 (34.6)	39 (24.1)	31 (19.1)	20 (12.3)	3.88	1.02
MTV3	I have learned many new skills in this	38 (23.5)	49 (30.4)	34 (21.0)	31 (19.1)	10 (6.2)	3.86	1.06

position.

MTV4	My manager\supervisor appreciates me when I put in my best.	40 (24.7)	57 (35.2)	37 (22.8)	21 (13.0)	7 (4.3)	3.99	0.01
MTV5	The management is supportive of employees at all cadres	17 (10.5)	61 (37.7)	39 (24.1)	29 (9.3)	16 (9.9)	4.12	0.04
Average							3.98	0.63

Source: Researcher's Survey 2022-2023

Table 4.7 shows the descriptive statistic of motivation, measured with seven (7) items. One of the items used for this measurement was to find if respondents' welfare package in their organisation is not encouraging. It was discovered that of the 162 respondents, 29(17.9%) of the respondents strongly agree, 82(50.6%) of the respondents agree with the statement that welfare packages in their organisation are not encouraging, 26(16.0%) the respondents neither agree nor disagree with the statement, 15(9.3%) of the respondents disagree with the statement. Besides, 10(6.2%) of the respondents strongly disagree with the statement, with a mean score of 4.03 and a standard deviation of 0.89. This implies that most of the respondents strongly agree and agree, which accounted for 68.5%, that welfare packages in their organisation are not encouraging.

Also, it was revealed from descriptive statistics that, of the 162 respondents. 16(9.9%) of the respondents strongly agree that their co-workers support them in their career development.,56(34.6%) of the respondents agree with the statement, 39(24.1%) of the respondents are unsure of the statement, 31(19.1%) of the respondents disagree, while 20(12.3%) of the respondent strongly disagree with the statement, with a mean score of 3.88 and standard deviation of 1.02. This implies that most of the population agrees and strongly agree, which

accounted for 44.5% of the respondents believing that their co-workers support them in their career development.

It was also discovered from descriptive statistics that of the 162 respondents, 38(23.5%) of the respondents strongly agree that they have learned many new skills in their positions., 49(30.4%) of the respondents agree with the statement, 34(21.0%) of the respondent's undecided, 32(19.1%) of the respondents disagree. Also, 10(6.2%) of the respondents strongly disagree, with a mean score of 3.86 and with a standard deviation of 1.06. This shows that most of the population attests that they have learned many new skills in their positions.

Likewise, it was revealed from descriptive statistics that 40(24.7%) of the respondents strongly attest that their manager\supervisor appreciates them when they put in my best..57(35.2%) of the respondents attest to the statement, 37(22.8%) of the respondents unsure with the statement, 21(13.0%) of the respondents disagree, while 7(4.3%) of the respondent strongly disagree with the statement, with a mean score of 3.99 and standard deviation of 0.01. This implies that most of the population agree and strongly agree, accounting for 59.9% of the respondents who think their manager\supervisor appreciates them when they put in their best.

The table also depicts the results discovered from the descriptive statistics, 17(10.5%) of the respondents strongly agree with the statement that the management is supportive of employees at all cadre., 61(37.7%) of the respondents agree, 39(24.1%) of the respondents neither agree nor disagree with the statement. In addition, 29(17.9%) of the respondents disagree with the statement, while 16(9.8%) of the respondent strongly disagree that the management is supportive of employees at all cadres, with a mean score of 4.12 and a standard deviation of 0.64. This shows that 48.2% of the respondents believe management supports employees in all cadres.

It was also in the researcher's interest to know if employees' opportunities for upward movement are limited. Out of 162 respondents, 29(17.9%) of the respondent strongly agree with the researcher, 60(37.0%) agree with the statement that organisation opportunities for upward movement are limited, and 42(25.3%) remain undecided about the statement. Moreover, 22(13.6%) strongly disagree that organisation opportunities for upward movement are limited, and 10(6.2%) disagree with the statement, with a mean score of 4.22 and a standard deviation of 0.94 This implies that most of the respondents disagree with the opinion that organisation opportunities for upward movement are limited with 54.9% of the population accounted for.

In conclusion, table 4.3 also explains if respondents are likely to obtain a much higher position in their organisation. 37(22.8%) strongly agree with the statement, 50(30.9%) agree with the researcher, 29(17.9%) remain unchanged by the statement, while 38(23.5%) disagree that they recommend their organisation as a good place to work,8(4.9%) strongly disagree with a mean score of 4.21 and a standard deviation of 0.98, this shows that most respondents agree that they are likely to obtain a much higher position in their organisation.

Table 4.8 Self-Efficacy

		SA	A	U	D	SD	Mean	SD
		5	4	3	2	1		
DSE1	I can always manage to solve difficult problems if I try hard enough.	41 (25.3)	81 (50.0)	15 (9.3)	20 (12.3)	5 (3.1)	4.05	0.92
DSE2	Even if I am opposed, I can find means and ways to achieve my goals.	49 (30.2)	87 (53.7)	11 (6.8)	7 (4.3)	8 (4.9)	4.11	0.87
DSE3	I am confident that I can deal efficiently	59 (36.4)	75 (46.3)	13 (8.0)	4 (2.5)	11 (6.8)	4.32	0.74

with unexpected events.

DSE4	I can remain calm when facing difficulties because I can rely on my coping abilities.	58 (35.8)	79 (48.8)	9 (5.6)	7 (4.3)	9 (5.6)	4.45	0.74
DSE5	I can usually handle whatever comes my way and provides a solution to any challenges.	40 (24.7)	79 (48.8)	17 (10.5)	17 (10.5)	9 (5.6)	4.47	0.84
DSE6	The opportunities for upward movement are limited.	29 (17.9)	60 (37.0)	41 (25.3)	22 (13.6)	10 (6.2)	4.22	0.94
DSE7	I am likely to obtain a much higher position in this organization	37 (22.8)	50 (30.9)	29 (17.9)	38 (23.5)	8 (4.9)	4.21	0.98
Average							4.26	0.86

Source: Researcher's Survey 2022-2023

Table 4.8 shows the descriptive statistic of self-efficacy, which was measured using seven (7) items, as shown in the table. One of the items used for this measurement was to find if respondents can always manage to solve difficult problems if they try hard enough. It was discovered that of the 162 respondents 41(25.3%) of the respondents strongly agree, 81(50.0%) the respondents agreed with the statement that they can always manage to solve difficult problems if they try hard enough., 15(9.3%) of the respondents neither agree nor disagree with the statement, 20(12.3%) of the respondents disagree with the statement. Besides, 5(3.1%) of the respondents strongly disagree with the statement, with a mean score of 4.05 and a standard deviation of 0.92. This implies that the majority of the population strongly agree and agree,

which accounted for 75.3%, that they can always manage to solve difficult problems if they try hard enough.

Moreover, it was revealed from descriptive statistics that, of the 162 respondents, 49(30.2%) of the respondents strongly agree that even if they are opposed, they can find means and ways to achieve their goals, 87(53.7%) of the respondents agree to the statement, 11(6.8%) of the respondents unsure, with the statement, 7(4.5%) of the respondents disagree, while 8(4.9%) of the respondent strongly disagree with the statement, with a mean score of 4.11 and standard deviation of 0.87. This implies that most of the population agrees and strongly agree, which accounted for 83.9% of the respondents being of the opinion that even if they are opposed, they can find means and ways to achieve their goals.

It was also discovered from descriptive statistics that of the 162 respondents, 59(36.4%) of the respondents strongly agree that they are confident they could deal efficiently with unexpected events., 75(46.3%) of the respondents agree with the statement, 13(8.0%) of the respondent's undecided, 4(2.5%) of the respondents disagree. Also, 11(6.8%) of the respondents strongly disagree, with a mean score of 4.32 and with a standard deviation of 0.74. This show that most of the population attest that they are confident they could deal efficiently with unexpected events, accounting for 84.6% of the respondents.

Similarly, it was revealed from descriptive statistics that 58(35.8%) of the respondents strongly attest that they can remain calm when facing difficulties because they can rely on their coping abilities. 79(48.8%) of the respondents attest to the statement, 9(5.6%) of the respondents unsure with the statement, 7(4.3%) of the respondents disagree, while 9(5.6%) of the respondent strongly disagree with the statement, with a mean score of 4.47 and standard deviation of 0.84. This implies that most of the population agrees and strongly agree, which accounted for 84.6%

of the respondents being of the opinion that they can remain calm when facing difficulties because they can rely on their coping abilities.

The table also depicts the results discovered from the descriptive statistics that 40(24.7%) of the respondents strongly agree with the statement that they can usually handle whatever comes their way and provides the solution to any challenges., 79(48.8%) of the respondents agree, 17(10.5%) of the respondents neither agree nor disagree with the statement. In addition, 17(10.5%) of the respondents disagree with the statement, while 9(5.6%) strongly disagree that they can usually handle whatever comes their way and provides a solution to any challenges with a mean score of 4.47 and a standard deviation of 0.84. This shows that 73.5% of the respondents believe they can usually handle whatever comes their way and provide a solution to any challenges.

It was also in the interest of the researcher to know if employees' opportunities for upward movement are limited. Of the 162 respondents, 29(17.9%) of the respondents strongly agree with the researcher, 60(37.0%) agree with the statement that organisation opportunities for upward movement are limited, and 42(25.3%) remain undecided about the statement. Moreover, 22(13.6%) strongly disagree that organisation opportunities for upward movement are limited, and 10(6.2%) disagree with the statement, with a mean score of 4.22 and a standard deviation of 0.94. This implies that most of the respondents disagree with the opinion that opportunities for upward movement within the organisation are limited.

In conclusion, table 4.4 also explains if respondents are likely to obtain a much higher position in their organisation. 37(22.8%) strongly agree with the statement, 50(30.9%) agree with the researcher, 29(17.9%) remain unchanged by the statement, while 38(23.5%) disagree that they recommend their organisation as a good place to work, 8(4.9%) strongly disagree with a mean

score of 4.21 and a standard deviation of 0.98. This shows that most respondents agree that they are likely to obtain a much higher position in their organisation.

Table 4.9 Employee Performance

		SA	A	U	D	SD	Mean	SD
		5	4	3	2	1		
EP1	I usually plan my work to be effective.	87 (53.7)	49 (30.2)	8 (4.9)	11 (6.8)	7 (4.3)	4.09	0.89
EP2	I am always mindful of my work schedules for timely completion.	29 (17.9)	77 (47.5)	26 (16.0)	18 (11.1)	12 (7.4)	4.10	1.07
EP3	I always seek better ways of doing my job.	48 (29.7)	66 (40.7)	25 (15.4)	23 (14.2)	0 (0.0)	4.22	0.87
EP4	I update the skills required for my job roles when needed	37 (22.8)	64 (39.5)	28 (17.3)	11 (6.8)	22 (13.6)	3.98	0.95
Average							4.09	0.94

Source: Researcher's Survey 2022-2023

Table 4.9 depicts the descriptive analysis of employees' performance, measured with four specific items. The study wanted to determine if employees usually plan their work for effective delivery. 87(53.7%) strongly agreed, 49(30.2%) agreed that they usually plan their work for

effective delivery, 8(4.9%) were indifferent, 11(6.8%) disagreed, while 7(4.3%) strongly disagreed that they usually plan their work for effective delivery with a mean score of 4.09 and standard deviation of 0.89.

Also, an effort was made to determine if employees are always mindful of my work schedules for timely completion. It was discovered that 29(17.9%) strongly agreed, 77(47.4%) agreed that they are always mindful of my work schedules for timely completion, 26(16.0%) were indifferent, 18(11.1%) disagreed, while 12(7.4%) strongly disagreed with a mean score of 4.10 and standard deviation of 1.07.

Similarly, the researcher also wanted to find out if employees always seek better ways of doing their job. It was discovered that 48(29.7%) strongly agreed, 66(40.7%) agreed that they always seek better ways of doing their job, 25(15.4%) were indifferent, while 23(14.2%) disagreed with a mean score of 4.22 and standard deviation of 0.89.

Furthermore, the study was also interested in knowing if employees update skills required for their job roles when needed. It was discovered that 37(22.89%) strongly agreed, 64(39.5%) agreed that they update skills required for their job roles when needed, 28(17.3%) were indifferent, 11(6.8%) disagreed, while 22(13.6%) strongly disagreed with a mean score of 3.98 and standard deviation of 0.95.

Table 4.10 Career Mobility

		SA	A	U	D	SD	Mean	SD
		5	4	3	2	1		
CM1	There are career opportunities within my company that are attractive to me.	50 (30.9)	54 (33.3)	25 (15.4)	17 (10.5)	16 (9.9)	4.44	0.82

CM2	In all ways, I am satisfied with my work.	42 (25.9)	73 (45.1)	23 (14.2)	11 (6.8)	13 (8.0)	4.25	0.94
CM3	I do have the intention to change my job in any given attractive opportunity.	32 (19.8)	72 (44.4)	20 (12.3)	24 (14.8)	14 (8.6)	4.33	0.98
CM4	Promotion policies and implementation are unbiased.	36 (22.2)	50 (30.9)	43 (26.5)	22 (13.6)	11 (6.8)	3.98	1.03
CM5	I have enjoyed career advancement here.	38 (23.5)	70 (43.2)	34 (21.0)	11 (6.8)	9 (5.6)	4.56	0.88
CM6	Training is always a priority in this organisation.	46 (28.4)	74 (45.7)	14 (8.6)	22 (13.6)	6 (3.7)	4.11	0.96
CM7	Employees that require training are always the ones getting trained.	12 (7.4)	53 (32.7)	50 (30.9)	32 (19.8)	11 (6.8)	3.95	1.01
CM8	Most vacancies are filled by the employees before considering outsiders	60 (37.0)	74 (45.7)	8 (4.9)	9 (5.6)	11 (6.8)	4.52	0.89
Average							4.27	0.94

Source: Researcher's Survey 2022-2023

Table 4.10 shows the descriptive statistic of career mobility, which was measured using eight (8) items, as shown in the table. One of the items used for this measurement was to find if respondents believe career opportunities within their company are attractive to them. It was discovered that of the 162 respondents, 50(30.9%) of the respondents strongly agreed, 54(33.3%) of the respondents agree, 25(15.4%) of the respondents neither agreed nor disagreed with the statement, and 17(10.5%) of the respondents disagree with the statement. Besides, 16(9.9%) of

the respondents strongly disagree with the statement that there are career opportunities within their company that are attractive to them., with a mean score of 4.44 and a standard deviation of 0.95. 64.2% of the sampled population agreed that there are career opportunities within their company that are attractive to them.

It was also revealed from descriptive statistics that 42(25.9%) of the respondents strongly agree that in all ways, they are satisfied with their work., 73(45.1%) of the respondents agree with the statement, 23(14.2%) of the respondents unsure with the statement, 11(6.8%) of the respondents disagree, while 13(8.0%) of the respondent strongly disagree that in all ways, they are satisfied with their work, with a mean score of 4.25 and standard deviation of 0.94. This implies that the majority of the population agrees and strongly agrees, which accounted for 71.0% of the respondents believing that, in all ways, they are satisfied with their work.

Besides, it was also discovered from descriptive statistics that of the 162 respondents,32(19.8%) of the respondents strongly agree that they have the intention to change their job in any given attractive opportunity., 72(44.4%) of the respondents agree with the statement, 20(12.3%) of the respondent were undecided, 24(14.8%) of the respondents disagree. Also, 14(8.6%) of the respondents strongly disagree, with a mean score of 4.33 and with a standard deviation of 0.98. This shows that most of the population attest that they intend to change their job in any given attractive opportunity; this accounted for 64.2% of the respondents.

The table also depicts the results discovered from the descriptive statistics that 36(22.2%) of the respondents strongly agree with the statement that promotion policies and implementation are unbiased., 50(30,9%) of the respondents agree, and 43(26.5%) of the respondents neither agree nor disagree with the statement. In addition, 22(13.6%) of the respondents disagree with the statement, while 11(6.8%) of the respondent strongly disagree that promotion policies and

implementation are unbiased., with a mean score of 3.98 and a standard deviation of 1.03. This shows that 53.1.0% of the respondents are of the opinion that promotion policies and implementation are unbiased.

It was also in the interest of the researcher to know if respondents have enjoyed career advancement in their organisation, of the 162 respondents. 38(23.5%) of the respondent strongly agree with the decision, 70(43.2%) are in line with the researcher, 34(21.0%) remain undecided about the statement. Furthermore, 11(6.8%) strongly disagree that they have enjoyed career advancement in their organisation, and 9(5.6%) disagree with the statement, with a mean score of 4.56 and a standard deviation of 0.88. This implies that most of the respondents (66.7%) agree with the researcher that they have enjoyed career advancement in their organisation.

To show if training is always a priority in respondents' organisation. Out of the 162 respondents, 46(28.4%) strongly agree with the statement, 74(45.7%) agree with the statement, 14(8.6%) remain unchanged by the statement, while 22(13.6%) disagree that training is always a priority in their organisation., 6(3.7%) strongly disagree with a mean score of 4.11 and a standard deviation of 0.96, this shows that majority of respondents agree that Training is always a priority in their organisation., which accounts for 74.1% of the sampled population. The table also shows the opinion of employees on required training. 12(7.4%) strongly agree, 53(32.7%) agree with the statement that employees that require training are always the ones getting trained, 50(30.9%) were undecided, while 32(19.8%) disagree with the statement that employees that require training are always the ones getting trained. 11(6.8%) strongly disagree with the statement, with a mean score of 3.95 and a standard deviation of 1.01. This shows that most of the population believes that employees that require training are always getting trained, with 40.1% accounting for the population percentage.

Also, it was also revealed from the descriptive statistics that 60(83.7%) respondents strongly agree that most vacancies are filled by the employees before considering outsiders, 74(45.7%) respondents agree with the decision, and 8(4.9%) remain unchanged about the statement. Also, 9(5.6%) strongly disagree that the employees fill most vacancies before considering outsiders, and 11(6.8%) disagree with the statement, which has a mean score of 4.52 and a standard deviation of 4.52. This reveals that 82.7% of the population agrees with the opinion of the researcher that most vacancies are filled by the employees within before considering outsiders.

4.3 Quantitative Analysis

4.3.1 Test of Hypotheses

The empirical examination of the formulated research hypotheses is the focus of this section. Using the statistical program Smart PLS, all of the proposed hypotheses were tested. Determine the substantial impact of independent variables on dependent variables with the aid of this tool. The hypothesis testing establishes whether there is sufficient statistical support for or against the hypotheses put forth in this study.

Hypothesis One

H01: Political behaviour has no significant influence on employee commitment (employee loyalty, motivation, self-efficacy, employee performance)

H01a: Political behaviour has no significant influence on employee loyalty,

H01b: Political behaviour has no significant influence on motivation,

H01c: Political behaviour has no significant influence on self-efficacy, and

H01d: Political behaviour has no significant influence on employee performance.

The influence of Political behaviour on employee commitment (employee loyalty, motivation, self-efficacy, employee performance) was investigated in hypothesis one. For proper understanding and interpretation of the statistical results, path coefficients, t-statistics, R-square values, and p-values were used to draw inferences from the results. As shown in Figure 4.2, the path coefficient determines the degree and strength of the relationship between the observed variables. On the other hand, the r-square values determine the amount of variance in employee commitment as explained by political behaviour.

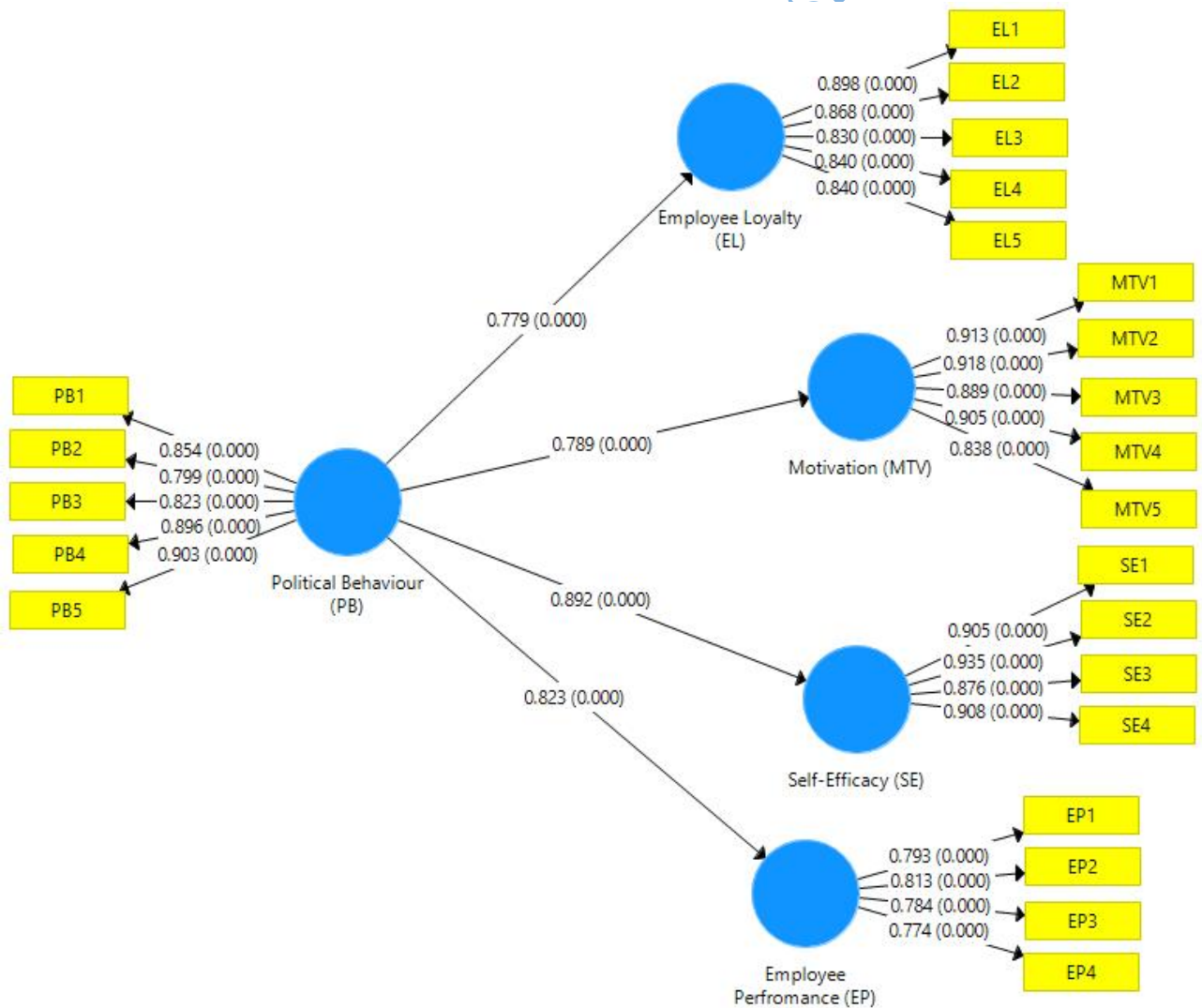


Figure 4.2: Political behaviour and employee commitment (employee loyalty, motivation, self-efficacy, employee performance) model

Source: Researcher’s Survey 2022-2023

Figure 4.2 shows the PLS algorithm model of political behaviour and employee commitment (employee loyalty, motivation, self-efficacy, employee performance) with the loading values of each item of measurement of the constructs. This depicts the PLS Bootstrapping Model with β and P-coefficient values of Political behaviour and employee commitment. The p-value determines the amount of probability. Meanwhile, before the p-value can be considered significant, the probability must be less than 0.05. Therefore, at a p-value of 0.05, all the values of Political behaviour and employee commitment, such as employee loyalty, motivation, self-efficacy and performance measurements obtained in the research instrument, are significant.

Table 4.10.1: Construct validity and Reliability for Hypothesis One

Constructs	Loading ≥ 0.7	VIF < 3.0	P value $< .05$	AVE ≥ 0.5	Composite Reliability ≥ 0.8	Cronbach’s Alpha > 0.7
Political Behaviour (PB)				0.733	0.932	0.908
PB1	0.854	2.002	0.000			
PB2	0.799	1.848	0.000			
PB3	0.823	2.140	0.000			
PB4	0.896	1.699	0.000			
PB5	0.903	1.457	0.000			
Employee Loyalty (EL)				0.732	0.932	0.909
EL1	0.898	1.555	0.000			
EL2	0.868	1.547	0.000			

EL3	0.830	1.754	0.000			
EL4	0.840	1.884	0.000			
EL5	0.840	2.100	0.000			
Motivation (MTV)				0.798	0.952	0.936
MTV1	0.913	1.545	0.000			
MTV2	0.918	2.322	0.000			
MTV3	0.889	1.775	0.000			
MTV4	0.905	2.113	0.000			
MTV5	0.838	1.887	0.000			
Self-Efficacy (CS)				0.821	0.948	0.928
SE1	0.905	1.774	0.000			
SE2	0.935	1.879	0.000			
SE3	0.876	1.687	0.000			
SE4	0.908	1.555	0.000			
Employee Performance (EP)				0.626	0.870	0.802
EP1	0.793	2.334	0.000			
EP2	0.813	1.652	0.000			
EP3	0.784	1.984	0.000			
EP4	0.774	1.665	0.000			

Source: Researcher's Survey 2022-2023

PB: Political Behaviour, EL: Employee Loyalty, MTV: Motivation, SE: Self Efficacy, EP: Employee Performance

Table 4.10.1 demonstrates the factor loadings for all the political behavior measuring items and employee commitment, such as employee loyalty, motivation, self-efficacy and employee performance. Utilizing Cronbach Alpha, average variance extracted (AVE), and composite reliability, the instrument's validity and reliability were also evaluated. Furthermore, the criteria for factor loading, composite reliability, AVE, and Cronbach Alpha were all satisfied. Additionally, convergent and discriminant validity were taken into account while establishing

the study's construct validity. The convergence of validity is proof that political behavior and employee commitment are related.

Table 4.11 Heterotrait-monotrait discriminant

	EL	EP	MTV	PB	SE
EL					
EP	0.578 [0.654; 0.741]				
MTV	0.687 [0.577; 0.789]	0.747 [0.688; 0.847]			
PB	0.786 [0.672; 0.849]	0.702 [0.677; 0.856]	0.745 [0.694; 0.887]		
SE	0.687 [0.567; 0.789]	0.537 [0.417; 0.644]	0.700 [0.655; 0.833]	0.548 [0.435; 0.617]	

Source: Researcher's Survey 2022-2023

PB: Political Behaviour, EL: Employee Loyalty, MTV: Motivation, SE: Self Efficacy, EP: Employee Performance

The heterotrait-monotrait (HTMT) ratio of the correlations was used to evaluate the discriminant validity. The highest confidence intervals for each HTMT value are all less than

one, and all of the HTMT values have been determined to be substantially different from one. Additionally, the analysis's findings demonstrate that every number is below the HTMT(0.85) crucial value. Furthermore, compared to the connection between monotraits and heteromethods, the correlation amongst heterotraits and heteromethods is typically weaker. Discriminant validity is proven as a result. The heterotrait-monotrait discriminant value is shown in Table 4.11.

Furthermore, as shown in Table 4.10, the variance inflation factor (IVF) was used to test for common method bias (CMB). Most researchers recommend a VIF value of ten as the cutoff, even though a VIF value of one indicates that collinearity is completely absent. Others agreed that a 2.5-to-5-point cutoff was more conservative ^{1,2}. All the VIF values for each item in each variable measurement are well below the conservative threshold of 5.

Table 4.12 Model Fit

	Estimated
SRMR	0.078
d_ ULS	1.158
d_ G	1.638
Chi-Square	330.424
NFI	0.918

Source: Researcher's Survey 2022-2023

The model fit is shown in Table 4.12. All the model fit indices were determined to be sufficient. The standardised residual average (SRMR) between the observed matrix and the hypothesized covariance matrices is used in this sentence. It should be noted that the SRMR is considered reliable when it is less than 0.08. This study model's SRMR was also 0.078, which indicates a

good fit for the research. Based on a chi-square value of 330.424, the NFI estimate for this study is 0.918, which is greater than the benchmark of 0.90.

Also, to determine the PLS-SEM predictive relevance of the constructs of measurement and the data points of indicators, the Q^2 values were used. The Q^2 values for EL, EP, MTV and SE are 0.427, 0.411, 0.488, and 0.642, larger than zero. This suggests that the PLS path model has predictive relevance for the constructs. Similarly, the F square was used to determine the effect size. The f-square values for EL, EP, MTV and SE are 1.538, 1.662, 1.650, and 3.893, as indicated in Table 4.13. This implies that the sample effect is considered large.

Table 4.13 Coefficient Value of Hypothesis One

Variables	Path Co-efficient	SD	T-Statistics	P Values	R ²	F ²	Q ²	Decision
H ₀₁ PB → EL	0.779	0.046	16.764	0.000	0.606	1.539	0.427	Significant
H ₀₁ PB → EP	0.823	0.043	19.150	0.000	0.678	2.107	0.409	Significant
H ₀₁ PB → MTV	0.789	0.046	17.272	0.000	0.623	1.651	0.489	Significant
H ₀₁ PB → ES	0.892	0.029	30.494	0.000	0.795	3.888	0.642	Significant

Source: Researcher's Survey 2022-2023

PB: Political Behaviour, EL: Employee Loyalty, MTV: Motivation, SE: Self Efficacy

Table 4.13 depicts the smart partial least squared statistical results of hypothesis one, which focused on the relationship between political behaviour and employee commitment. The

findings show that political behaviour significantly influences employee commitment (employee loyalty, motivation, self-efficacy, employee performance).

Specifically, the findings revealed that political behaviour significantly influences employee loyalty at ($\beta= 0.779$, $R^2=0.606$, $t\text{-statistics}=16.764>1.96$, $P\text{-value} =0.000 <0.05$). The Path coefficient of 0.779 implies a substantial relationship between political behaviour and employee loyalty. The R^2 value of 0.606 indicates that a 60.6% variance in employee loyalty can be explained by political behaviour.

It was also discovered that political behaviour significantly influences employee performance at ($\beta= 0.823$, $R^2=0.678$, $t\text{-statistics}=19.150>1.96$, $P\text{-value}=0.000 <0.05$). The Path coefficient of 0.823 suggests a strong relationship between political behaviour and employee performance. The R^2 value of 0.678 suggests that a 67.8% variance in employee performance can be explained by political behaviour.

The findings also revealed that political behaviour significantly influences employee motivation at ($\beta= 0.789$, $R^2=0.623$, $t\text{-statistics}=17.272>1.96$, $P\text{-value} =0.000 <0.05$). The Path coefficient of 0.789 implies a substantial degree of relationship between political behaviour and employee motivation. The R^2 value of 0.623 indicates that a 62.3% variance in employee motivation can be explained by political behaviour.

Similarly, it was revealed that political behaviour significantly influences employee self-efficacy at ($\beta= 0.892$, $R^2=0.795$, $t\text{-statistics}=30.494>1.96$, $P\text{-value} =0.000 <0.05$). The Path coefficient of 0.892 implies a considerable degree of relationship between political behaviour and self-efficacy. The R^2 value of 0.795 indicates that a 79.5% variance in employee self-efficacy can be explained by political behaviour.

Moreso, the statistical analysis presented in Table 4.13 shows that employee self-efficacy has the most predictive value, followed by employee performance, motivation and loyalty in that order.

Hypothesis Two

H₀₂: Organisational justice has no significant influence on employee commitment (employee loyalty, motivation, self-efficacy, employee performance)

H02a: Organisational justice has no significant influence on employee loyalty,

H02b: Organisational justice has no significant influence on motivation,

H02c: Organisational justice has no significant influence on self-efficacy, and

H02d: Organisational justice has no significant influence on employee performance.

The influence of organisational justice on employee commitment (employee loyalty, motivation, self-efficacy, employee performance) was examined in hypothesis two. The statistical results, path coefficients, t-statistics, R-square values, and p-values were used to draw interpretations from the results. As shown in Figure 4.3, the path coefficient determines the degree and strength of the association between the observed variables. On the other hand, the r-square values determine the amount of variance in employee commitment, as explained by organisational justice.

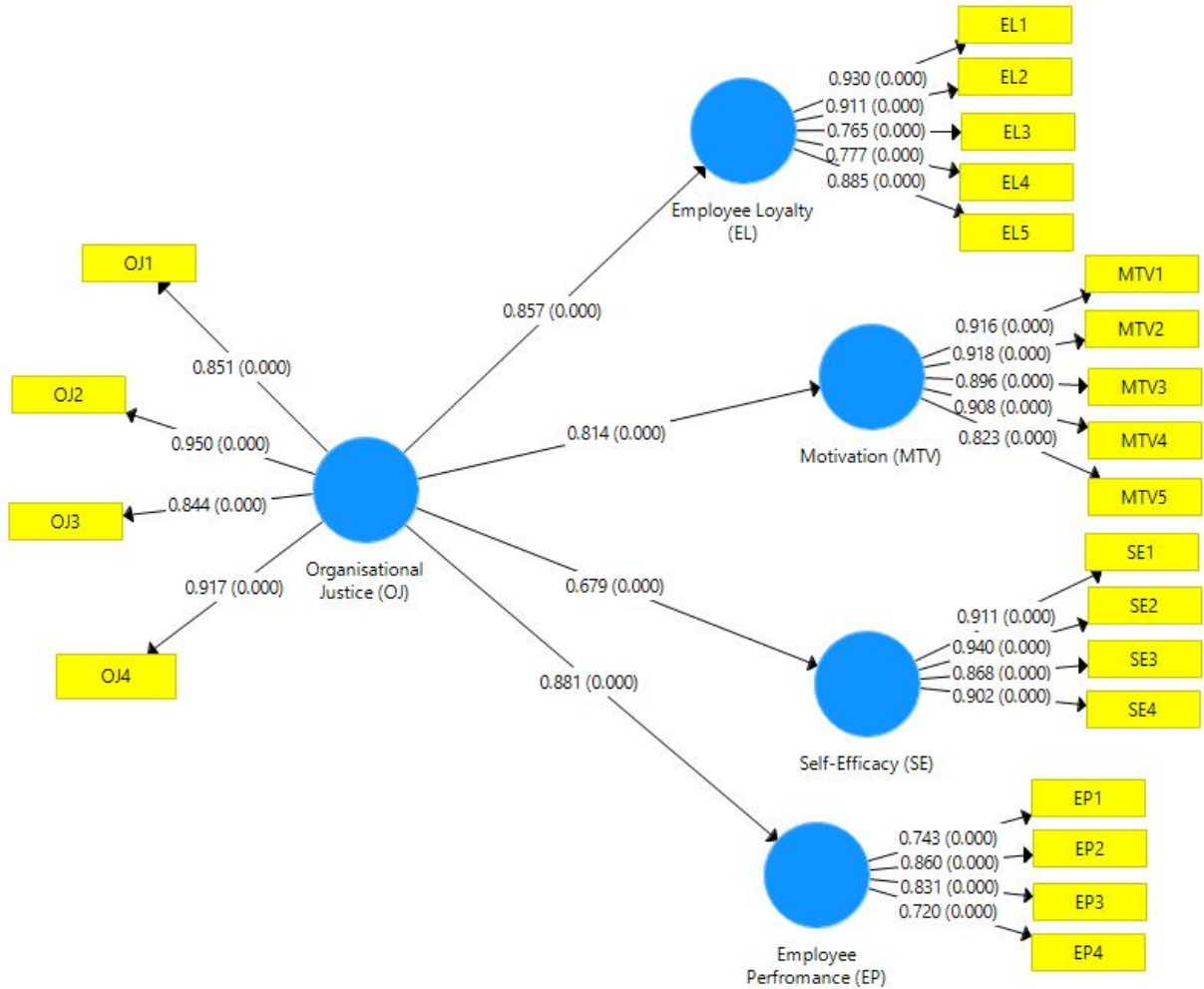


Figure 4.3: Organisational justice and employee commitment (employee loyalty, motivation, self-efficacy, employee performance) model

Source: Researcher's Survey 2022-2023

PLS algorithm model of organisational justice and employee commitment (employee loyalty, motivation, self-efficacy, employee performance) with the loading values of each item of measurement of the constructs are depicted in Figure 4.3. This shows the PLS Bootstrapping Model with β and P-coefficient values of organisational justice and employee commitment. The p-value determines the amount of probability. Meanwhile, before the p-value can be considered significant, the probability must be less than 0.05. Therefore, at a p-value of 0.05, all the values

of organisational justice and employee commitment, such as employee loyalty, motivation, self-efficacy and employee performance measurements obtained in the research instrument, are significant.

Table 4.14: Construct validity and Reliability for Hypothesis Two

Constructs	Loading ≥ 0.7	VIF < 3.0	P value < 0.05	AVE ≥ 0.5	Composite Reliability ≥ 0.8	Cronbach's Alpha > 0.7
Organisational Justice (OJ)				0.795	0.939	0.913
JO1	0.851	2.212	0.000			
JO2	0.950	1.879	0.000			
JO3	0.844	2.100	0.000			
JO4	0.817	1.778	0.000			
Employee Loyalty (EL)				0.733	0.932	0.909
EL1	0.930	1.555	0.000			
EL2	0.911	1.547	0.000			
EL3	0.765	1.754	0.000			
EL4	0.777	1.884	0.000			
EL5	0.885	2.100	0.000			
Motivation (MTV)				0.798	0.952	0.936
MTV1	0.916	1.545	0.000			
MTV2	0.918	2.322	0.000			
MTV3	0.896	1.775	0.000			
MTV4	0.908	2.113	0.000			
MTV5	0.823	1.887	0.000			
Self-Efficacy (CS)				0.821	0.948	0.928
SE1	0.911	1.774	0.000			
SE2	0.940	1.879	0.000			

SE3	0.868	1.687	0.000
SE4	0.902	1.555	0.000
Employee Performance (EP)		0.626	0.870
EP1	0.743	2.334	0.000
EP2	0.860	1.652	0.000
EP3	0.831	1.984	0.000
EP4	0.720	1.665	0.000

Source: Researcher's Survey 2022-2023

OJ: Organisational Justice, EL: Employee Loyalty, MTV: Motivation, SE: Self Efficacy, EP: Employee Performance

Table 4.14 shows the factor loadings of all the measurement items for organisational justice and employee commitment, such as employee loyalty, motivation, self-efficacy and performance. Utilizing composite reliability, average variance extracted (AVE) analysis, and Cronbach Alpha, the instrument's validity and reliability were also evaluated. In the meantime, factor loading, composite dependability, AVE, and Cronbach Alpha were all met. Also taken into account for establishing construct validity in the study were convergent and discriminant validity. Convergent validity is evidence of an association between organisational justice and employee commitment.

Furthermore, as shown in Table 4.14, the variance inflation factor (IVF) was used to test for common method bias (CMB). Most researchers recommend a VIF value of ten as the cutoff, even though a VIF value of one indicates that collinearity is completely absent. Others agreed that a 2.5-to-5-point cutoff was more conservative ¹. All the VIF values for each item in each variable measurement are well below the conservative threshold of 5.

Table 4.15 Heterotrait-monotrait discriminant

EL	EP	MTV	OJ	SE
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EL					
EP	0.556 [0.624; 0.715]				
MTV	0.676 [0.559; 0.768]	0.700 [0.647; 0.802]			
OJ	0.744 [0.642; 0.811]	0.710 [0.688; 0.843]	0.725 [0.654; 0.866]		
SE	0.681 [0.564; 0.780]	0.540 [0.420; 0.639]	0.707 [0.660; 0.839]	0.670 [0.524; 0.750]	

Source: Researcher's Survey 2022-2023

OJ: Organisational Justice, EL: Employee Loyalty, MTV: Motivation, SE: Self Efficacy, EP: Employee Performance

Using the correlations' heterotrait-monotrait (HTMT) ratio, the discriminant validity was evaluated. It was discovered that all of the HTMT values were significantly different from one, and all of the upper confidence intervals are below one. Furthermore, the analysis shows that every value is less than the HTMT_(0.85) critical value. Furthermore, the correlation between heterotraits and heteromethods is lower on average than the correlation between monotraits and heteromethods. As a result, discriminant validity is established. The heterotrait-monotrait discriminant value is shown in Table 4.15.

Table 4.16 Model Fit

	Estimated
SRMR	0.075
d_ ULS	1.144
d_ G	1.632
Chi-Square	271.551
NFI	0.921

Source: Researcher's Survey 2022-2023

The model fit is shown in Table 4.16. All the model fit indices were found to be adequate. SRMR denotes the standardised residual average between the observed matrix and the hypothesised covariance matrices. It should be noted that the SRMR is considered reliable when it is less than 0.08. The SRMR of this study model was also 0.075, indicating a good fit for this research. The NFI estimate for this study is 0.921, which is higher than the benchmark of 0.90, based on a chi-square value of 271.551.

Also, to determine the PLS-SEM predictive relevance of the constructs of measurement and the data points of indicators, the Q^2 values were used. The Q^2 values for EL, EP, MTV and SE are 0.524, 0.486, 0.517, and 0.360, larger than zero. This suggests that the PLS path model has predictive relevance for the constructs. In the same vein, the F square was used to determine the effect size. The f-square values for EL, EP, MTV and SE are 2.765, 3.458, 1.961, and 0.855, as indicated in Table 4.16. This implies that the sample effect is considered large.

Table 4.17 Coefficient Value of Hypothesis Two

Variables	Path Co-efficient	SD	T-Statistics	P Values	R ²	F ²	Q ²	Decision
H ₀₁ OJ → EL	0.857	0.029	29.065	0.000	0.734	2.765	0.524	Significant
H ₀₁ OJ → EP	0.881	0.022	40.349	0.000	0.776	3.458	0.468	Significant
H ₀₁ OJ →MTV	0.814	0.041	19.740	0.000	0.659	1.961	0.517	Significant
H ₀₁ OJ → ES	0.679	0.062	10.936	0.000	0.455	0.855	0.360	Significant

Source: Researcher’s Survey 2022-2023

OJ: Organisational Justice, EL: Employee Loyalty, MTV: Motivation, SE: Self Efficacy

Table 4.17 depicts hypothesis two's smart partial least squared statistical results, which examined the relationship between organisational justice and employee commitment. The findings show that organisational justice significantly influences employee commitment (employee loyalty, motivation, self-efficacy, employee performance).

Specifically, the findings revealed that organisational justice significantly influences employee loyalty at ($\beta= 0.857$, $R^2=0.734$, $t\text{-statistics}=29.065>1.96$, $P\text{-value} =0.000 <0.05$). The Path coefficient of 0.857 implies a substantial degree of relationship between organisational justice and employee loyalty. The R^2 value of 0.734 indicates that a 73.4% variance in employee loyalty can be explained by organisational justice.

It was also discovered that organisational justice significantly influences employee performance at ($\beta= 0.881$, $R^2=0.776$, $t\text{-statistics}=40.349>1.96$, $P\text{-value} =0.000 <0.05$). The Path coefficient of 0.881 suggests a strong relationship between organisational justice and employee

performance. The R^2 value of 0.776 suggests that a 77.6% variance in employee performance can be explained by organisational justice.

The findings also revealed that organisational justice significantly influences employee motivation at ($\beta = 0.814$, $R^2 = 0.662$, $t\text{-statistics} = 19.740 > 1.96$, $P\text{-value} = 0.000 < 0.05$). The Path coefficient of 0.814 implies a substantial degree of relationship between organisational justice and employee motivation. The R^2 value of 0.662 indicates that a 66.2% variance in employee motivation can be explained by organisational justice.

Similarly, it was revealed that organisational justice significantly influences employee self-efficacy at ($\beta = 0.679$, $R^2 = 0.461$, $t\text{-statistics} = 10.923 > 1.96$, $P\text{-value} = 0.000 < 0.05$). The Path coefficient of 0.679 implies a moderate relationship between organisational justice and self-efficacy. The R^2 value of 0.461 indicates that a 46.1% variance in employee self-efficacy can be explained by organisational justice.

Moreso, the statistical analysis presented in Table 4.17 shows that employee performance has the most predictive value, followed by employee loyalty, motivation and self-efficacy in that order.

Hypothesis Three

H03: Diversity has no significant influence on employee commitment (employee loyalty, motivation, self-efficacy, employee performance)

H03a: Diversity has no significant influence on employee loyalty,

H03b: Diversity has no significant influence on motivation,

H03c: Diversity has no significant influence on self-efficacy, and

H03d: Diversity has no significant influence on employee performance.

The relationships between diversity and employee commitment (employee loyalty, motivation, self-efficacy, employee performance) were investigated in hypothesis three. The statistical results, path coefficients, t-statistics, R-square values, and p-values were used to draw interpretations from the results. As shown in Figure 4.4, the path coefficient determines the degree and strength of the association between the observed variables. On the other hand, the r-square values determine the amount of variance in employee commitment as explained by diversity.

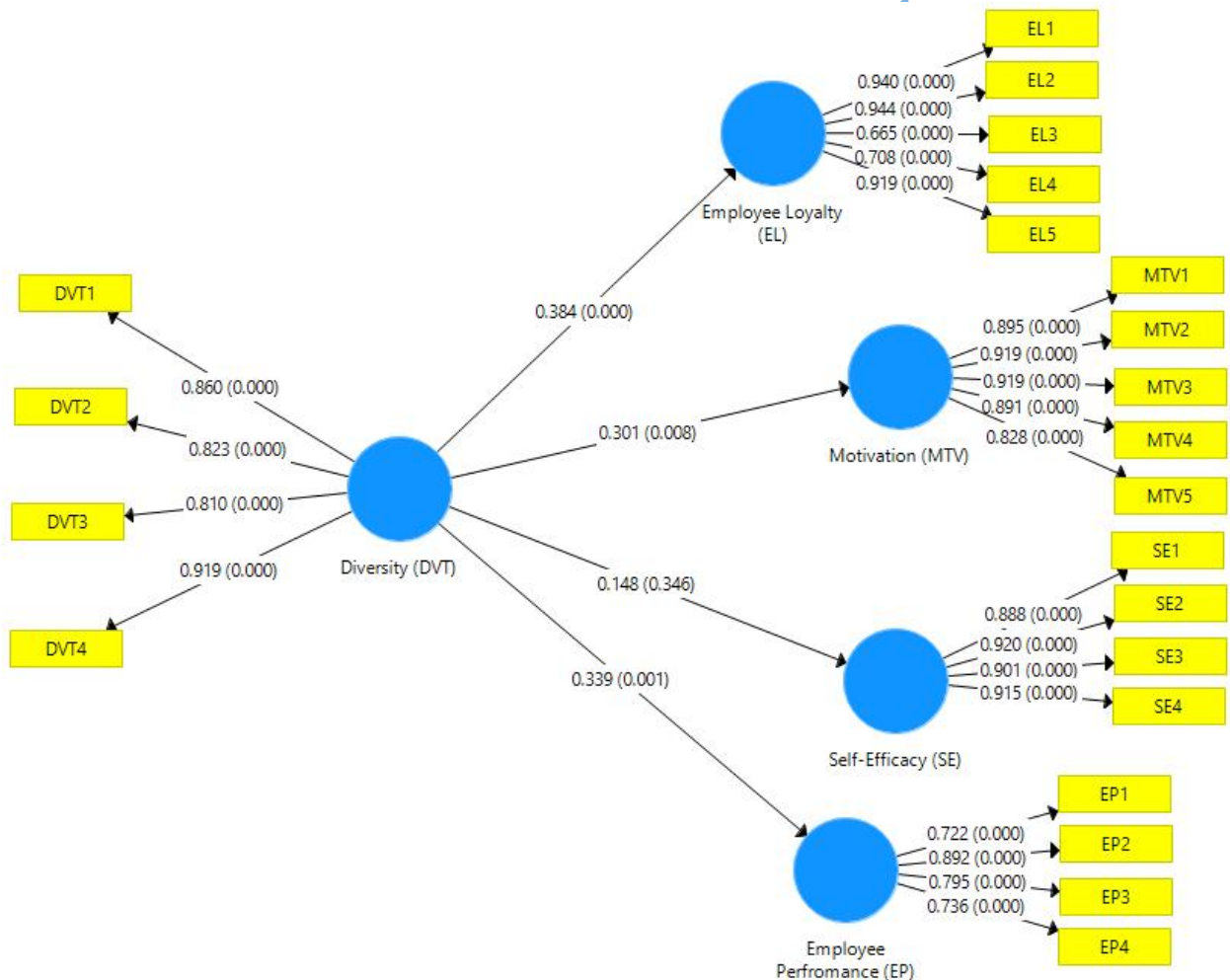


Figure 4.4: Diversity and employee commitment (employee loyalty, motivation, self-efficacy, employee performance) model

Source: Researcher's Survey 2022-2023

PLS algorithm model of diversity and employee commitment (employee loyalty, motivation, self-efficacy, employee performance) with the loading values of each item of measurement of the constructs are depicted in Figure 4.4. This shows the PLS Bootstrapping Model with β and P-coefficient values of diversity and employee commitment. The p-value determines the amount of probability. Meanwhile, before the p-value can be considered significant, the probability must be less than 0.05. Therefore, at a p-value of 0.05, all the values of diversity and employee commitment, such as employee loyalty, motivation, and employee performance measurements obtained in the research instrument, are significant except self-efficacy.

Table 4.18: Construct validity and Reliability for Hypothesis Three

Constructs	Loading ≥ 0.7	VIF < 3.0	P value < 0.05	AVE ≥ 0.5	Composite Reliability ≥ 0.8	Cronbach's Alpha > 0.7
Diversity (DVT)				0.730	0.915	0.877
DVT1	0.860	2.324	0.000			
DVT2	0.823	2.562	0.000			
DVT3	0.810	2.112	0.000			
DVT4	0.919	1.900	0.000			
Employee Loyalty (EL)				0.713	0.924	0.909
EL1	0.940	1.555	0.000			
EL2	0.944	1.547	0.000			
EL3	0.765	1.754	0.000			
EL4	0.708	1.884	0.000			
EL5	0.919	2.100	0.000			
Motivation (MTV)				0.794	0.952	0.936

MTV1	0.895	1.545	0.000			
MTV2	0.919	2.322	0.000			
MTV3	0.919	1.775	0.000			
MTV4	0.891	2.113	0.000			
MTV5	0.828	1.887	0.000			
Self-Efficacy (CS)				0.821	0.948	0.928
SE1	0.888	1.774	0.000			
SE2	0.920	1.879	0.000			
SE3	0.901	1.687	0.000			
SE4	0.915	1.555	0.000			
Employee Performance (EP)				0.626	0.870	0.802
EP1	0.722	2.334	0.000			
EP2	0.892	1.652	0.000			
EP3	0.795	1.984	0.000			
EP4	0.736	1.665	0.000			

Source: Researcher's Survey 2022-2023

DVT: Diversity, EL: Employee Loyalty, MTV: Motivation, SE: Self Efficacy, EP: Employee Performance

Table 4.18 shows the factor loadings of all the measurement items for diversity and employee commitment, such as employee loyalty, motivation, self-efficacy and employee performance. The validity and reliability of the instrument were also assessed using composite reliability, average variance extracted (AVE) computation and Cronbach Alpha. Meanwhile, the recommended requirements for factor loading, composite reliability, AVE, and Cronbach Alpha were met. Moreso, convergent and discriminant validity were also considered for determining construct validity in the study. Convergent validity is evidence of the association between diversity and employee commitment.

Furthermore, as shown in Table 4.18, the variance inflation factor (IVF) was used to test for common method bias (CMB). Most researchers recommend a VIF value of ten as the cutoff, even though a VIF value of one indicates that collinearity is completely absent. Others agreed that a 2.5-to-5-point cutoff was more conservative ¹. All the VIF values for each item in each variable measurement are well below the conservative threshold of 5.

Table 4.19 Heterotrait-monotrait discriminant

	DVT	EL	EP	MTV	SE
DVT					
EL	0.348 [0.224; 0.435]				
EP	0.371 [0.244; 0.412]	0.701 [0.649; 0.805]			
MTV	0.303 [0.200; 0.411]	0.705 [0.681; 0.839]	0.705 [0.611; 0.821]		
SE	0.260 [0.147; 0.380]	0.539 [0.415; 0.622]	0.710 [0.669; 0.844]	0.722 [0.640; 0.853]	

Source: Researcher's Survey 2022-2023

DVT: Diversity, EL: Employee Loyalty, MTV: Motivation, SE: Self Efficacy, EP: Employee Performance

The discriminant validity was assessed using the correlations' heterotrait-monotrait (HTMT) ratio. All the HTMT values were found to be significantly different from one, and the upper confidence intervals are all less than one. Furthermore, the analysis shows that every value is less than the HTMT_(0.85) critical value. Furthermore, the correlation between heterotraits and heteromethods is lower on average than between monotraits and heteromethods. As a result,

discriminant validity is established. The heterotrait-monotrait discriminant value is shown in Table 4.19.

Table 4.20 Model Fit

	Estimated
SRMR	0.073
d_ ULS	1.632
d_ G	1.873
Chi-Square	472.747
NFI	0.911

Source: Researcher's Survey 2022-2023

The model fit is shown in Table 4.20. All the model fit indices were found to be adequate. SRMR denotes the standardised residual average between the observed matrix and the hypothesised covariance matrices. It should be noted that the SRMR is considered reliable when it is less than 0.08. The SRMR of this study model was also 0.073, indicating a good fit for this research. The NFI estimate for this study is 0.911, which is higher than the benchmark of 0.90, based on a chi-square value of 472.747.

Also, to determine the PLS-SEM predictive relevance of the constructs of measurement and the data points of indicators, the Q^2 values were used. The Q^2 values for EL, EP, MTV and SE are 0.081, 0.061, 0.061, and 0.013, larger than zero. This suggests that the PLS path model has predictive relevance for the constructs. Similarly, the F square was used to determine the effect

size. The f-square values for EL, EP, MTV and SE are 0.172, 0.130, 0.099, and 0.022, as indicated in Table 4.21. This implies that the sample effect is considered above average.

Table 4.21 Coefficient Value of Hypothesis Three

Variables	Path Co-efficient	SD	T-Statistics	P Values	R ²	F ²	Q ²	Decision
H ₀₁ DVT → EL	0.384	0.096	3.998	0.000	0.147	0.172	0.081	Significant
H ₀₁ DVT → EP	0.339	0.106	3.206	0.000	0.115	0.130	0.061	Significant
H ₀₁ DVT → MTV	0.306	0.114	2.206	0.000	0.090	0.099	0.061	Significant
H ₀₁ DVT → ES	0.148	0.157	0.943	0.346	0.022	0.022	0.013	Insignificant

Source: Researcher's Survey 2022-2023

DVT: Diversity, EL: Employee Loyalty, MTV: Motivation, SE: Self Efficacy

Table 4.21 depicts hypothesis three's smart partial least squared statistical results, which explore the relationship between diversity and employee commitment. The findings show that diversity significantly influences employee commitment (employee loyalty, motivation, self-efficacy, employee performance).

Specifically, the findings revealed that diversity significantly influences employee loyalty at ($\beta=0.384$, $R^2=0.147$, $t\text{-statistics}=3.998>1.96$, $P\text{-value}=0.000<0.05$). The Path coefficient of 0.384 implies a fair relationship between diversity and employee loyalty. The R^2 value of 0.147 indicates that a 14.7% variance in employee loyalty can be explained by diversity.

It was also discovered that diversity significantly influences employee performance at ($\beta=0.339$, $R^2=0.115$, $t\text{-statistics}=3.206>1.96$, $P\text{-value}=0.000<0.05$). The Path coefficient of 0.339 suggests a fair relationship between diversity and employee performance. The R^2 value of 0.115 suggests that an 11.5% variance in employee performance can be explained by diversity.

The findings also revealed that diversity significantly influences employee motivation at ($\beta=0.301$, $R^2=0.081$, $t\text{-statistics}=2.647>1.96$, $P\text{-value}=0.000<0.05$). The Path coefficient of 0.301 implies a weak degree of relationship between diversity and employee motivation. The R^2 value of 0.081 indicates that an 8.1% variance in employee motivation can be explained by diversity.

Similarly, it was revealed that diversity has no significant influence on employee self-efficacy at ($\beta=0.148$, $R^2=0.022$, $t\text{-statistics}=0.943<1.96$, $P\text{-value}=0.346>0.05$). The Path coefficient of 0.148 implies a weak relationship between diversity and self-efficacy. The R^2 value of 0.022 indicates that a 2.2% variance in employee self-efficacy can be explained by diversity.

Hypothesis Four

H₀₄: Job position has no significant influence on employee commitment (employee loyalty, motivation, self-efficacy, employee performance)

H04a: Job position has no significant influence on employee loyalty,

H04b: Job position has no significant influence on motivation,

H04c: Job position has no significant influence on self-efficacy, and

H04d: Job position has no significant influence on employee performance.

The relationships between **job position** and employee commitment (employee loyalty, motivation, self-efficacy, employee performance) were investigated in hypothesis four. The statistical results, path coefficients, t-statistics, R-square values, and p-values were used to draw interpretations from the results. As shown in Figure 4.5, the path coefficient determines the degree and strength of the association between the observed variables. On the other hand, the r-square values determine the amount of variance in the employee commitment as explained by job position.

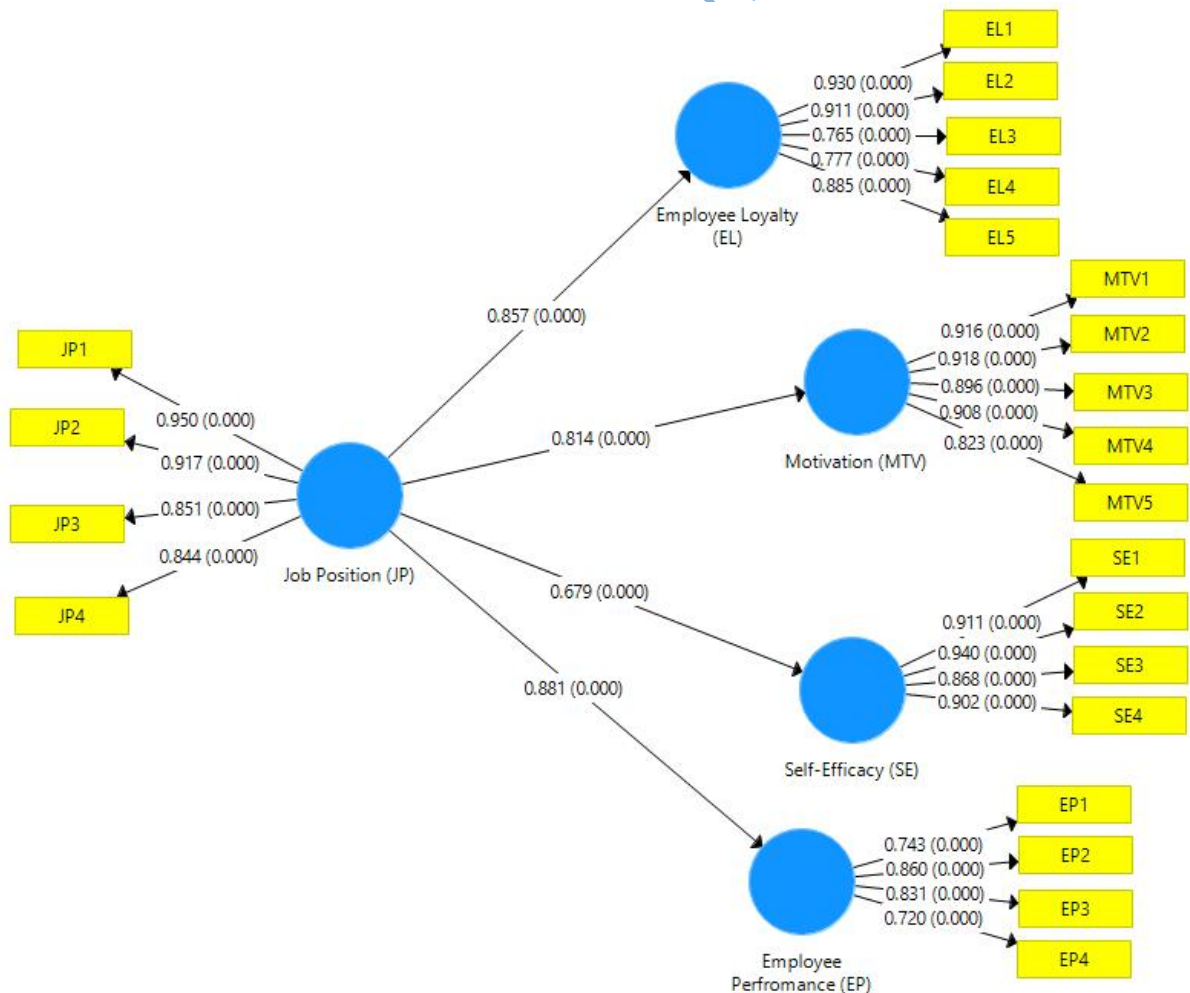


Figure 4.5: Job position and employee commitment (employee loyalty, motivation, self-efficacy, employee performance) model

Source: Researcher’s Survey 2022-2023

PLS algorithm model of job position and employee commitment (employee loyalty, motivation, self-efficacy, employee performance) with the loading values of each item of measurement of the constructs are depicted in Figure 4.5. This shows the PLS Bootstrapping Model with β and P-coefficient values of job position and employee commitment. The p-value determines the amount of probability. Meanwhile, before the p-value can be considered significant, the probability must be less than 0.05. Therefore, at a p-value of 0.05, all the values of job position and employee commitment, such as employee loyalty, motivation, self-efficacy and employee performance measurements obtained in the research instrument, are significant.

Table 4.22: Construct validity and Reliability for Hypothesis Four

Constructs	Loading ≥ 0.7	VIF < 3.0	P value < 0.05	AVE ≥ 0.5	Composite Reliability ≥ 0.8	Cronbach’s Alpha > 0.7
Job Position (JP)				0.795	0.939	0.913
JP1	0.950	1.254	0.000			
JP2	0.917	2.014	0.000			
JP3	0.851	2.658	0.000			
JP4	0.844	1.874	0.000			
Employee Loyalty (EL)				0.733	0.932	0.909
EL1	0.930	1.555	0.000			
EL2	0.911	1.547	0.000			
EL3	0.765	1.754	0.000			

EL4	0.777	1.884	0.000		
EL5	0.885	2.100	0.000		
Motivation (MTV)				0.798	0.952
MTV1	0.916	1.545	0.000		
MTV2	0.918	2.322	0.000		
MTV3	0.896	1.775	0.000		
MTV4	0.908	2.113	0.000		
MTV5	0.823	1.887	0.000		
Self-Efficacy (CS)				0.820	0.948
SE1	0.911	1.774	0.000		
SE2	0.940	1.879	0.000		
SE3	0.868	1.687	0.000		
SE4	0.902	1.555	0.000		
Employee Performance (EP)				0.626	0.870
EP1	0.743	2.334	0.000		
EP2	0.860	1.652	0.000		
EP3	0.831	1.984	0.000		
EP4	0.720	1.665	0.000		

Source: Researcher's Survey 2022-2023

JP: Job Position, EL: Employee Loyalty, MTV: Motivation, SE: Self Efficacy, EP: Employee Performance

Table 4.22 shows the factor loadings of all the measurement items for a job position and employee commitment, such as employee loyalty, motivation, self-efficacy and employee performance. The validity and reliability of the instrument were also assessed using composite reliability, average variance extracted (AVE) computation and Cronbach Alpha. Meanwhile, the recommended requirements for factor loading, composite reliability, AVE, and Cronbach Alpha were met. Moreso, convergent and discriminant validity were also considered for determining

construct validity in the study. Convergent validity is evidence of an association between job position and employee commitment.

Furthermore, as shown in Table 4.22, the variance inflation factor (IVF) was used to test for common method bias (CMB). Most researchers recommend a VIF value of ten as the cutoff, even though a VIF value of one indicates that collinearity is completely absent. Others agreed that a 2.5-to-5-point cutoff was more conservative (James et al., 2017). All the VIF values for each item in each variable measurement are well below the conservative threshold of 5.

Table 4.22 Heterotrait-monotrait discriminant

	EL	EP	JP	MTV	SE
EL					
EP	0.500 [0.420; 0.641]				
JP	0.681 [0.578; 0.778]	0.698 [0.577; 0.742]			
MTV	0.733 [0.621; 0.807]	0.711 [0.690; 0.850]	0.715 [0.621; 0.847]		
SE	0.676 [0.554; 0.761]	0.539 [0.418; 0.627]	0.694 [0.550; 0.748]	0.668 [0.524; 0.771]	

Source: Researcher's Survey 2022-2023

JP: Job Position, EL: Employee Loyalty, MTV: Motivation, SE: Self Efficacy, EP: Employee Performance

The discriminant validity was assessed using the correlations' heterotrait-monotrait (HTMT) ratio. All the HTMT values were found to be significantly different from one, and the upper confidence intervals are all less than one. Furthermore, the results of the analysis show that every value is less than the HTMT_(0.85) critical value. Furthermore, the correlation between heterotraits and heteromethods is lower on average than the correlation between monotraits and heteromethods. As a result, discriminant validity is established. The heterotrait-monotrait discriminant value is shown in Table 4.22.

Table 4.23 Model Fit

	Estimated
SRMR	0.077
d_ULS	1.645
d_G	1.974
Chi-Square	337.221
NFI	0.913

Source: Researcher's Survey 2022-2023

The model fit is shown in Table 4.23. All the model fit indices were found to be adequate. SRMR denotes the standardised residual average between the observed matrix and the hypothesised covariance matrices. It should be noted that the SRMR is considered reliable when it is less than 0.08. The SRMR of this study model was also 0.077, indicating a good fit for this research. The NFI estimate for this study is 0.913, which is higher than the benchmark of 0.90, based on a chi-square value of 337.221.

Also, to determine the PLS-SEM predictive relevance of the constructs of measurement and the data points of indicators, the Q^2 values were used. The Q^2 values for EL, EP, MTV and SE are 0.524, 0.468, 5.517, and 0.360, larger than zero. This suggests that the PLS path model has predictive relevance for the constructs. Similarly, the F square was used to determine the effect size. The f-square values for EL, EP, MTV and SE are 2.765, 30458, 1.961, and 0.855, as indicated in Table 4.24. This implies that the sample effect is considered large.

Table 4.24 Coefficient Value of Hypothesis Four

Variables	Path Co-efficient	SD	T-Statistics	P Values	R ²	F ²	Q ²	Decision
H ₀₁ JP → EL	0.857	0.029	29.207	0.000	0.734	0.172	0.524	Significant
H ₀₁ JP → EP	0.881	0.022	40.378	0.000	0.776	0.130	0.468	Significant
H ₀₁ JP → MTV	0.814	0.040	20.119	0.000	0.662	0.099	0.571	Significant
H ₀₁ JP → ES	0.679	0.061	11.066	0.000	0.461	0.022	0.360	Significant

Source: Researcher's Survey 2022-2023

JP: Job Position, EL: Employee Loyalty, MTV: Motivation, SE: Self Efficacy

Table 4.24 depicts hypothesis four's smart partial least squared statistical results, which explore the relationship between **job position and** employee commitment. The findings show that job

position significantly influences employee commitment (employee loyalty, motivation, self-efficacy, employee performance).

Specifically, the findings revealed that job position significantly influences employee loyalty at ($\beta = 0.857$, $R^2 = 0.734$, $t\text{-statistics} = 29.207 > 1.96$, $P\text{-value} = 0.000 < 0.05$). The Path coefficient of 0.857 implies a considerable degree of relationship between job position and employee loyalty. The R^2 value of 0.734 indicates that a 73.4% variance in employee loyalty can be explained by job position.

It was also discovered that job position significantly influences employee performance at ($\beta = 0.881$, $R^2 = 0.776$, $t\text{-statistics} = 40.378 > 1.96$, $P\text{-value} = 0.000 < 0.05$). The Path coefficient of 0.881 suggests a substantial relationship between job position and employee performance. The R^2 value of 0.776 suggests that a 77.6% variance in employee performance can be explained by job position.

The findings also revealed that job position significantly influences employee motivation at ($\beta = 0.814$, $R^2 = 0.662$, $t\text{-statistics} = 20.119 > 1.96$, $P\text{-value} = 0.000 < 0.05$). The Path coefficient of 0.814 implies a strong degree of relationship between job position and employee motivation. The R^2 value of 0.662 indicates that a 66.2% variance in employee motivation can be explained by job position.

Similarly, it was revealed that job position significantly influences employee self-efficacy at ($\beta = 0.679$, $R^2 = 0.461$, $t\text{-statistics} = 11.066 > 1.96$, $P\text{-value} = 0.000 < 0.05$). The Path coefficient of 0.679 implies a considerable relationship between job position and employee self-efficacy. The R^2 value of 0.461 indicates that a 46.1% variance in employee self-efficacy can be explained by job position.

Moreso, the statistical analysis presented shows that employee performance has the most predictive value, followed by employee loyalty, employee motivation and employee self-efficacy, respectively.

Hypothesis Five

H0: Career Plateau (Career mobility, job satisfaction) does not significantly moderate the relationship between organisational politics and employees' commitment.

Hypothesis five tested the moderating role of career plateau (Career mobility, job satisfaction) in the relationship between organisational politics (political behaviour, organisational justice, diversity and job position) and employee commitment (employee loyalty, motivation, self-efficacy, employee performance). Path coefficients, R-square values, and p-values were used to interpret the results. As shown in Figure 4.6, the path coefficient determines the degree and strength of the correlation between organisational politics, career plateau and employee commitment. The r-square, on the other hand, indicated the amount of variance among the variables.

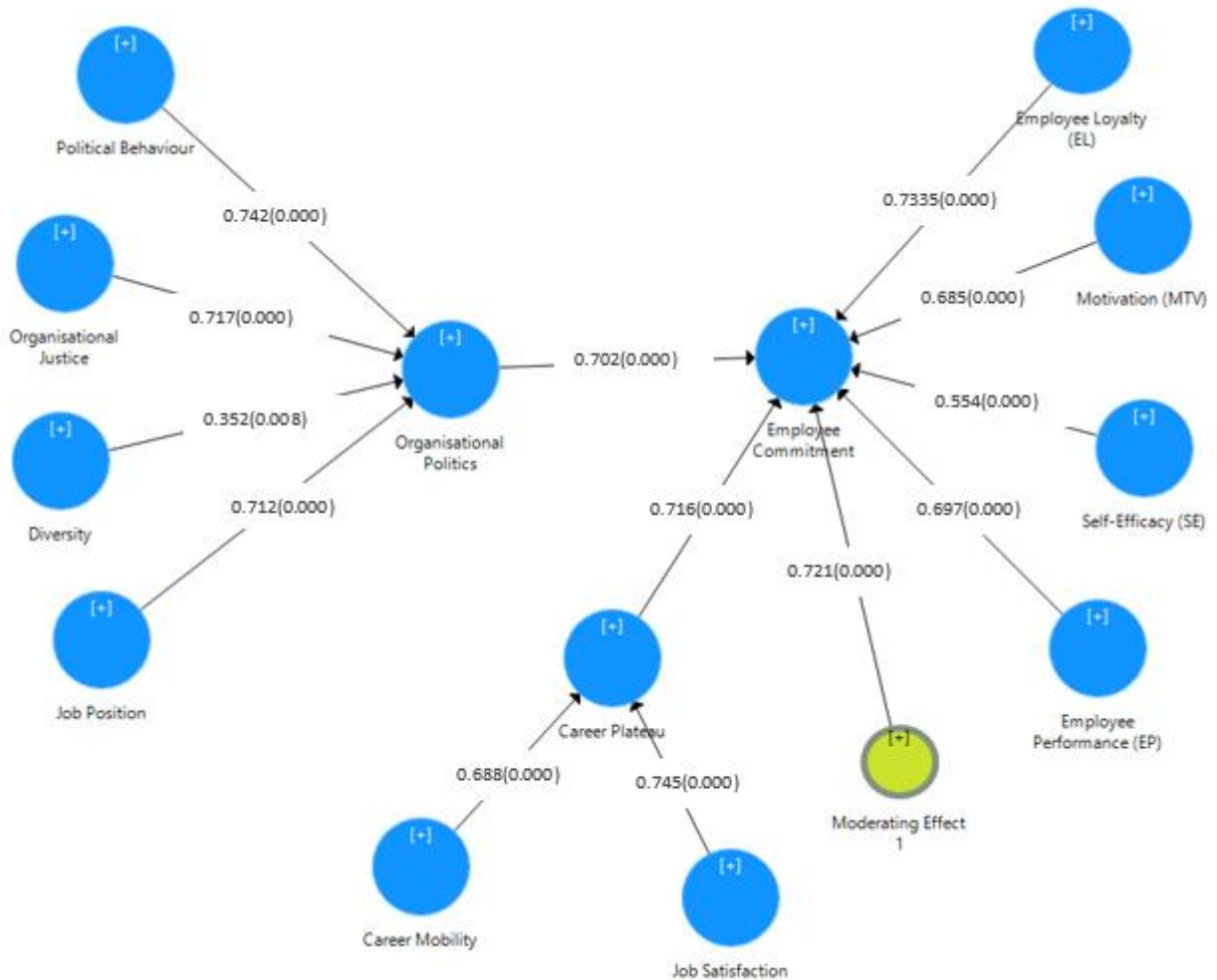


Figure 4.6: Organizational Politics, Career Plateau, and Employees' Commitment Model

Source: Researcher's Survey 2022-2023

Figure 4.6 shows the PLS algorithm model of the moderating role of career plateau (Career mobility, job satisfaction) in the relationship between organisational politics (political behaviour, organisational justice, diversity and job position) and employees' commitment (employee loyalty, motivation, self-efficacy, employee performance). Figure 4.6 also describes the PLS Bootstrapping Model with β and p-coefficient of the value. The p-value determines the amount of likelihood of organisational politics, career plateau and employees' commitment measurements obtained in the research instrument are significant at a p-value of 0.05.

Table 4.25 Coefficient value of Hypothesis Five

Variables	Path Co-efficient	P Values	R ²	F ²	Q ²	Decision
OP → EC	0.702	0.000	0.493	0.434	0.561	Significant
CP → EC	0.716	0.000	0.513	0.447	0.603	Significant
Moderating Effect → EC	0.721	0.000	0.520	0.501		Significant

Source: Researcher's Survey 2022-2023

OP: Organisational Politics, CP: Career Plateau, EE: Employee Commitment

Table 4.25 shows the path coefficient of all constructs of organisational politics, career plateau, and employee commitment, showing significant relationships in the analysis at 0.05. Generally, a significant relationship was found between organisational politics and employee commitment at ($\beta = 0.702$, $R^2 = 0.493$; $P\text{-value} = 0.000 < 0.05$). The path co-efficient value of 0.702 shows a considerable relationship between organisational politics and employee commitment. The R-square value of 0.493 suggests that organisational politics can explain a 49.3% variance in employee commitment. Also, it was discovered that career plateau has a significant relationship with employee commitment at ($\beta = 0.716$, $R^2 = 0.513$; $P\text{-value} = 0.000 < 0.05$). The path co-efficient value of 0.716 shows a strong relationship between career plateau and employee commitment. The R-square value of 0.513 suggests that the career plateau can explain a 51.3% variance in employee commitment. Meanwhile, the finding revealed that career plateau moderates the relationship between organisational politics and employee commitment at ($\beta = 0.721$, $R^2 = 0.520$; $P\text{-value} = 0.000 < 0.05$). This suggests that career plateau significantly moderates the relationship between organisational politics and employee commitment.

4.3.2 Qualitative Analysis

Interviews are one of the most frequently used data collection techniques for interpretive research. As a method of gathering data, interviews have often been conducted either face-to-face, via telephone, or using other internet-enabled electronic devices that facilitate communication between the researcher and the participants. Structured, unstructured, and semi-structured interviews are the three different types of interviews. For this study, a semi-structured interview was used. In semi-structured interviews, creating themed-inspired interview questions is a common step. The researcher frequently prepares a list of questions ahead of time based on specific themes that must be addressed. The researcher allows participants to respond to questions appropriately. The researcher also probed further to understand the participant's responses fully. The researcher was guided by pre-configured interview questions designed to provide answers to predetermined research questions.

The researcher carried out four semi-structured in-depth interviews, which included interviewing ten respondents. For ethical reasons, research participants' names were coded. For Example, participants were coded as AA1, AA2, AA3, AA4.....AA11.

4.3.3 Interview Questions

As stated in chapter three, a set of semi-structured interview questions was derived from the research questions. The interview guide is depicted in Table 4.26.

Table 4.26 Interview Questions

S/N	Interview Questions
1	In what ways do you believe that the core vision of the organisation will help in the vision?
2.	Many employees are not exiting this organisation because jobs are scarce out there. Is

-
- that true?
- 3 How has the level of politics affected your work delivery?
 - 4 Are some opportunities available here gotten by those connected?
 - 5 How do you feel when denied an opportunity and still expected to perform effectively?
 - 6 Have promotional opportunities slipped off you on some occasions?
 - 7 How can top management address this issue of politics within the organisation? By leading by example, do things the right way.
 - 8 How can you rate the commitment level of your direct downlines?
 - 9 How long do you plan to work for this organisation and why?
 - 10 Are resources shared based on organisational priorities? What are your experiences on how opportunities are given?
 - 11 What measures are put in place to reduce or discourage politics in your organisation?
-

Source: *Field Survey. 2022-2023.*

Description of Believing in Achievement of Organizational Core Vision

The researcher was interested in knowing the level at which respondents believe and are willing to achieve the organisational core vision. The themes derived from the participants' responses are displayed in Table 4.27.

Table 4.27. Believing in the Achievement of Organizational Core Vision

Interview Guides	Themes
-------------------------	---------------

In what ways do you believe that the core vision of the organisation will help in the vision?	<ol style="list-style-type: none"> 1. Access to accurate information 2. Employee involvement 3. Emotional attachment 4. Capacity development
---	--

Source: Researcher's Survey 2022-2023

As depicted in Table 4.27, ten themes were present in achieving the organisational core vision. The researcher asked the participants what ways the organisation leverages to attain the core values. Most of the participants noted that access to accurate information, employee involvement, emotional attachment and capacity were some of the strategies used for the attainment of the vision of the organisation. Some of the participants have these to say:

"Somehow, I believe in the organisation's core vision, but the most important is the ability of the organisation to provide an enabling environment that compels us to be focused. Therefore, my willingness to assist in achieving an organisation's vision is strictly based on the capacity development and the enabling environment the management provides (#AA5).

This was also corroborated by another participant:

"Yes, I do. That is why I have spent years with the organisation without exiting. This can further be demonstrated by the fact that during the mass resignation of our staff, I and some of my colleagues stood against all odds to operate the plant; and retrain the new employees. The organisation involved us and gave adequate information needed to do our jobs" (#AA8).

Description of Employee turnover intention

The researcher was interested in the height of employee turnover intention and reasons. The themes derived from the participants' responses are displayed in Table 4.28.

Table 4.28. Employees turnover intention

Interview Guides	Themes
Many employees are not exiting this organisation because jobs are scarce out there. Is that true?	<ol style="list-style-type: none"> 1. Poor remuneration 2. Unfriendly culture 3. Ill-treatment of staff

Source: Researcher's Survey 2022-2023

As depicted in Table 4.28, the researcher asked the participants about possible reasons for the high turnover in the organisation. Most of the participants attributed it to a poor compensation package, unfriendly policies and ill-treatment of employees. Some of the participants have these to say:

"This could better be answered as YES and NO. No in the sense that a few staffers are still in love with the organisation based on the type of activities and technology involved. And Yes, because of the poor remuneration received compared to the same job function in other look-alike firms (#AA10).

Another participant also corroborated this:

"Yes, according to some of them, intention to leave is high, but no job opportunity within the sector at the moment due to the oil theft issue and vandalism, knowing as soon as the government fix all the issues, there will be more openings, and we may lose more staff cause it is the obvious majority are not happy staying here" (#AA2).

Another participant has these to say:

"The unemployment rate in the country is so high that either you are comfortable with the company policies or you are not; you just have to remain with them since there is no other alternative. However, as soon as an opportunities surface, I will not think twice before going" (#AA4)

This was corroborated by another participant who noted that:

Some employees may choose to stay with this organisation even if they are not completely satisfied with their job due to a lack of available job opportunities in their field, geographic location, or other factors. In some cases, employees may also stay with an organisation because of the benefits and stability that come with a long-term job, even if they still need to be fulfilled in their role. However, it is also important for organisations to provide a positive and engaging work environment that encourages employee satisfaction and engagement, as this can ultimately lead to better business outcomes and a more loyal and committed workforce" (#AA5)

Description of politics and work delivery

The researcher was interested in knowing the effect of political employees' work delivery. The themes derived from the participants' responses are displayed in Table 4.29.

Table 4.29. politics and work delivery

Interview Guides	Themes
How has the level of politics affected your work delivery?	<ol style="list-style-type: none"> 1. Underperformance 2. Partial Disengagement

Source: Researcher’s Survey 2022-2023

As depicted in Table 4.29, most of the participants noted that if the level of politics in the organisation is not effectively controlled, it tends to affect employees' work delivery.

Some of the participants have these to say:

The effect is very high with regard to certain factors like government bureaucracy, employment laws, corrupt politicians etc. These mentioned factors can compel management to deviate from organisational policies, which frequently leads to ineffective delivery of tasks, especially in employment. (#AA1).

Another participant also corroborated this:

“Terribly demoralising, we just have to dance along professionally to achieve your set go in line with the company mission and vision.” (#AA7).

Another participant has these to say:

"Politics is everywhere. There are politics at home, the church, and school; our offices are no exception. It becomes detrimental when it begins to affect the psyche of personnel. In our case, it's minimal, and its effect is insignificant" (#AA6)

Description of Opportunities Available

The researcher was interested in knowing some opportunities available by those connected. The themes derived from the participants' responses are displayed in Table 4.30.

Table 4.30. politics and work delivery

Interview Guides	Themes
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Are some opportunities available here gotten by those connected?	<ol style="list-style-type: none"> 1. Favouritism 2. Influence 3. Preferential treatment
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As depicted in Table 4.30, most participants noted favouritism, and preferential treatment, particularly among people connected with the management team.

Some of the participants have these to say:

"The environment here gives room for such it has happened on different occasions no upward movement for some of us while some influential candidates keep moving up the ladder (#AA11).

Another participant also corroborated this:

"Yes, because they are connected to some top management through the tribe or some big stakeholders who are decision makers" (#AA7).

Another participant has these to say:

"There is a possibility for that. I may be wrong on this, but there is a few isolated scenarios where individuals are given remuneration above their superiors." (#AA3)

Description of Employees' Feelings

The researcher was interested in knowing how employees feel when denied an opportunity and still expected to perform effectively. The themes derived from the participants' responses are displayed in Table 4.31.

Table 4.31. politics and work delivery

Interview Guides	Themes
How do you feel when denied an opportunity and still expected to perform effectively?	<ol style="list-style-type: none"> 1. Discouragement 2. Frustration 3. Demoralisation

Source: Researcher's Survey 2022-2023

As depicted in Table 4.31, most participants noted feeling discouraged, demoralised and frustrated. Some of the participants have these to say:

"Thank you for this question. I will talk from experience here. This happened to me a few months back I was to be promoted to the position of Country Manager I have all the qualifications but was denied, and the position was given to a newly employed staff which destructed the promotion laydown plan for the unit cause if I got that position someone behind me supposed to move to my previous position. I felt so bad and planned to leave the company to secure a better and well-structured organisation. (#AA5).

Another participant also corroborated this:

Felt very bad and disappointed, automatically leading to a loss of trust in the company. When this kind of negative feeling builds up, it eventually causes the individual to start thinking about his exit from the company." (#AA9).

Another participant has these to say:

"Saddened and frustrated, I had to confront HR and keep making excuses that the decision was beyond him. I don't have any option than to keep doing the work and keep my unit together though it demoralised my downlines." (#AA10)

Meanwhile, a rider to either question, the respondents want to find out if promotional opportunities slipped off the employees on some occasions. Most of the respondents narrated their experiences. It was discovered that the organisation is highly political. Politically inclined individuals usually have their ways. Most of them noted that they had been denied promotion on several occasions. One of the participants has this to say:

"Yes. Because of lack of organisational structure, no good system in place, lack of proper appraisal and top management believing in eye services" #AA4.

Description of strategies that can be adopted by management in addressing politics

The researcher was interested in knowing strategies that can be adopted by management in addressing politics. The themes derived from the participants' responses are displayed in Table 4.32.

Table 4.32. Strategies for Addressing Politics

Interview Guides	Themes
How can top management address this issue of politics within the organisation? By leading by example, do things the right way.	<ol style="list-style-type: none"> 1. A policy that rewards and promotes hard work. 2. Fairness and equity 3. Professionalism 4. Global best practices 5. Restructuring

Source: Researcher's Survey 2022-2023

As depicted in Table 4.32, most participants noted that formulation of policies that will reward and promote hard work, fair treatment and equity, professionalism, adoption of best practices and restructuring of the organisation are some strategies organisations can employ to address the organisational politics. Some of the participants have these to say:

"They can find a lasting solution if they can be sincere and follow the organisation's policies correctly, let each unit function without much input from the top management allow professionalism. (#AA1).

This was also corroborated by another participant:

"Strong organisational structure is enough to curtail this. Constant meetings and interaction with superiors would do the magic. Top management should also make themselves available in communication with all levels of the administrative structure. This reduces the dogma and wrong belief of a master-slave relationship." (#AA3).

Description of the commitment level of your direct downlines

The researcher was interested in knowing the commitment level of your direct downlines. The themes derived from the participants' responses are displayed in Table 4.33.

Table 4.33. The commitment level of direct downlines

Interview Guides	Themes
How can you rate the commitment level of your direct downlines?	1. Declining Commitment 2. Reduced Morale

Source: Researcher's Survey 2022-2023

As depicted in Table 4.32, most of the participants noted that formulation of policies that will reward and promote hard work, fair treatment and equity, professionalism, adoption of best practices and restructuring of the organisation are some of the strategies organisations can employ in addressing the organisational politics Some of the participants have these to say:

"To be sincere, the commitment level of everyone here is low. I had to keep motivating them so we will keep having results until we leave one after the other if no changes" (#A42).

However, the opinion of other participants aligns with the above submission.

Description of employees' plans for Leaving.

The researcher was interested in knowing the employee's intention to leave. The themes derived from the participants' responses are displayed in Table 4.34.

Table 4.34. Intention to Leave

Interview Guides	Themes
How long do you plan to work for this organisation and why?	1, Any available opportunity 2. Relocation possibility

Source: Researcher's Survey 2022-2023

As depicted in Table 4.34, most participants noted that they would leave the organisation as soon as they had other opportunities.

Some of the participants have these to say:

"If not for my age, I would have left. I don't want to go and start all over again; that is why I am here. (#A47).

This was also corroborated by another participant:

If the system can change and works effectively, there is a kind of work I would like to do for a long time but with the situation on the ground; I will leave as soon as I find another opportunity. (#A11).

Another participant has these to say:

"As long as a new opportunity comes knocking, I will live. No clear-cut career path for any staff here." (#AA10)

Description of resources shared based on organisational priorities and experiences on how opportunities are given.

The researcher was interested in knowing if resources are shared based on organisational priorities and experiences on how opportunities are given. The themes derived from the participants' responses are displayed in Table 4.35.

Table 4.35. Intention to Leave

Interview Guides	Themes
Are resources shared based on organisational priorities? And What are your experiences on how opportunities are given?	1. Discrimination 2. Favoritism

Source: Researcher's Survey 2022-2023

As depicted in Table 4.34, most participants noted that resources are not shared based on organisational priorities but rather on favouritism and discrimination, while opportunities are not equally given. Some of the participants have these to say:

"In most situations, the workforce will not even hear of the opportunities talkless of taking part. (#AA7).

Another participant also corroborated this:

"Resources were not shared judiciously, as I mentioned earlier. Even in training and development, the top management will add their favourite employee's name on the scheduled training list that they were not scheduled for. The list was generated through the training need analysis and deprived qualified employees." (#AA1).

Another participant has these to say:

"Sometimes there are flaws in the area of remuneration given to staff. Junior staffers should not in any way earn above their superiors. I believe resources should be shared based on experience, competence, and academic achievements, not those involved in workplace detrimental politics. I have hope in top management that this would be streamlined and resolved soon." (#AA2)

4.4 Discussion of the Findings

Quantitative

4.4.1 Political Behaviour and Employee Commitment

The first hypothesis investigated the relationship between political behaviour and employee commitment (employee loyalty, motivation, self-efficacy, and performance). The finding revealed that political behaviour significantly influences employee loyalty, motivation, self-efficacy, and performance. This implies that people inclined politically and have the influence to navigate every process tend to be loyal, motivated, effective, and engaged. Another implication is that merit, most of the time, may not be considered but rather the ability to influence and lobby to deliver the expectation of the employees, particularly in terms of wage and salary fixed, benefits, incentives, and promotion opportunities. The finding also suggests that employee motivation, loyalty, and effectiveness can be derived if political strategies

employed by individual employees yield the expected results. This finding is similar to the submission of another research work which posited that employees' commitment in a political environment is a function of self-determination and discretionary effort³. This implies that self-motivation is very critical for the performance of employees in such an environment⁴. They discovered that the leadership style fosters employee loyalty, job satisfaction and commitment. If the leadership is highly political and decisions are characterised by unfair treatment, favouritism and injustices, the level of employees' satisfaction will diminish, and performance will be reduced.

4.4.2 Organisational Justice and Employee Commitment

The second hypothesis looked at the impact of organizational justice on employee loyalty, motivation, self-efficacy and performance. Finding revealed that organisational justice significantly influences employee commitment. This suggests that if the management of the organisation design policies that discourage favouritism, frown at unproductive caucuses and divisions among employees and make decisions on employee treatment, promotion, advancement, training and development, and allowances are taken based on merit, it will encourage and foster employee's continuance loyalty, effectiveness, motivation and productive engagement. Not only does the ability of the management of the organisations provide a work environment that promotes teamwork and rewarding performance without any form of nepotism or bias, but organisations will also be positioned to earn employees' commitment in terms of loyalty, performance, motivation and efficiency. The results of another researcher are consistent with this observation⁵. They noted that perceived organisational justice enhances employees' job performance and satisfaction. If employees perceive injustice and unfair treatment, they tend to be part and completely disengaged, and

their performance level of be drastically reduced. In addition, according to the equity theory, employees may begin to exhibit job attitudes that hinder their performance. Some of such attitudes are working according to rules, absenteeism, lateness, and excuses. In addition, the findings are also similar to submission of some other researchers ^{6,7}. They opined that perceived injustice by the employees in the organisation is the beginning of crises and problems if not addressed promptly. Wrong perception is very dangerous, so it becomes important for organisations to make their policies plan unambiguous for everyone to know. Counterproductive and bad attitudes to the job could become the order of the day by such perception. Therefore, organisations must ensure no room for such insinuation or perception. Meanwhile, one of the reasons why there is a high turnover intention in the world of work is organisational injustice⁸. This suggests that organisations must endeavour to be fair and transparent and hold organisational justice irrespective of the status of individual employees.

4.4.3 Diversity and Employee Commitment

The third hypothesis investigated how diversity affects employees' commitment. The findings show that diversity contributes significantly to employees' loyalty, motivation and performance. This implies diversity and inclusion of people of different socio-cultural backgrounds, ethnicity, age diversity, gender, experience, and skills in the organisation provide a good platform for these diverse groups to interact and leverage each other strengths for improved performance. This implies that employees may be motivated if they can accomplish a given task. In addition, employees tend to be loyal to the organisation if they are recognised and given commensurate and competitive rewards. Therefore, continuance, the normative and affective commitment of employees is a function of the cordial relationship among the diverse workforce in the organisation.

Meanwhile, employees tend to be motivated and loyal if their opinions and the perception of equal opportunities for advancement are welcomed. This is similar to the findings of some other research work which noted that diverse groups with distinctive competencies working together towards achieving a common goal foster employees' motivation and engagement⁹. Also, the finding validates the submission of similar research work¹⁰. They opined that the quality of the job is enhanced by diversity and inclusion in the organisation's workforce. This implies that diversity and inclusion management is critical for employees' performance, motivation and loyalty. For example, the absence of discrimination in the world of work could make employees loyal to the system. The finding is also similar to the submission of other works in this field¹¹. They discovered that diversity is one of the strategies that help organisations' innovation and creativity.

Furthermore, the finding revealed no significant relationship between diversity and self-efficacy. This could be attributed to the fact that self-efficacy is more of individualism. Individual ability to complete tasks successfully permits employees to build meaningful work relationships and encourages their commitment to their organisations is solely dependent on individual employees. This contradicts the findings of a work that noted that self-esteem and self-efficacy expressed in the world of work make employees to be productive, dedicated and engaged¹². It must be noted that some of the employees may hinder employees' commitment to a diverse workforce by displaying counterproductive behaviour and negative job attitude. Therefore, diversity should be properly managed and channeled towards building good relationships among the diverse workforce for improved motivation, performance, effectiveness and retention.

4.4.4 Job Position and Employee Commitment

Hypothesis four investigated the relationship between job position and employee commitment. The findings showed that employee commitment is facilitated by job position significantly. All the dimensions of employee commitment- employee loyalty, motivation, efficacy and performance are significantly influenced by job position. This implies that when employees can accomplish assigned job responsibilities, it creates a kind of motivation and sense of fulfilment. This may influence motivation to do more, particularly when the job done is adequately rewarded. Also, when dedication to work results in prompt promotion and advancement, it gives employees a sense of recognition and motivation. However, accomplishing job responsibilities is also made easy when the job description is measurable. This validates the submission that noted the accurate and precise job descriptions are critical to an organisation's effectiveness and the performance of its personnel¹³ A job description for an employee outlines the job's duties, responsibilities, needed credentials, and reporting relationships. Similarly, the finding also corroborates other findings that noted organisational change is one factor that affects commitment¹⁴. Suppose the majority of the employees embrace the change in an organisation. In that case, the change is pro-employees, and it could naturally propel employees to be more effective, efficient and committed to the organisation's strategic goals. Another research work posited that institutional support and organisational citizenship behaviour could influence employees' commitment¹⁵. This implies that employees will be highly committed to their job if their organisations provide equal opportunity for employees regarding rewards, promotion, and fairness, among others.

4.4.5 Organisational Politics, Career Mobility and Employee Commitment

The fifth hypothesis examined the moderating role of career mobility to see how it will reinforce the link underlying organizational politics and commitment among employees. It was discovered that career mobility significantly strengthens the connection within organisational politics (political behaviour, organisational justice, diversity, and job position) and employee commitment (loyalty, motivation, self-efficacy, and performance). This implies that if employees could perceive career opportunities and advancement within their organisations, unbiased promotion policies and their implementation, and are satisfied with the work processes with competitive pay structure; it will naturally promote normative, affective and continuance commitment which will invariably enhance the motivation, effectiveness, engagement and performance of employees. Similar to other research work. They noted that if employees have prospects in an organisation, it increases their loyalty, motivation and commitment¹⁶. This indicates that organisations should continue to make their work environment and benefits more attractive while the opportunity for advancement should be based on merit. This will encourage employees with distinctive capabilities to be loyal to the organisation, thus facilitating productive commitment.

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Chapter Five

Conclusion

The evaluation of information and discussion of the results in light of the specific research questions and objectives were the main topics of the preceding chapter. The study's discussion was validated, backed, and confirmed by relevant and comparable data in the literature. This chapter summarises the study's main findings. Finally, the research limitations and recommendations for future studies are presented.

5.1 Summary of Findings

This study's main objective was to investigate relationships between organisational politics, career plateau experience and employee commitment. Five research questions were formed that collectively contributed to achieving the overall aim to achieve this aim.

The first research question concerned the extent to which political behaviour influences employees' commitment (employee loyalty, motivation, self-efficacy, employee performance). The data analysis and study findings provide an answer to this research issue. It was discovered that political behaviour significantly influences employees' commitment. The second research question focused on the effect of organisational justice and employees' commitment. This question was answered in chapter four of the study's research analysis, interpretation and discussion. According to the results, organizational justice and employee's commitment have a significant beneficial association.

Third research question explored the influence of diversity on employees' commitment. The analysis outcome and the discussion were presented in chapter four of this study. The result showed that diversity have a fair connection with employee loyalty, motivation and performance while not affecting employee efficacy.

Meanwhile, the moderating role of career plateau and the degree that involved it strengthens the relationship between organisational politics and employee commitment was also investigated. As presented in chapter four, it was discovered that career plateau significantly moderates the relationship between organisational politics and employee commitment.

5.2 Conclusion

The results from the five hypotheses that were investigated in this study are the foundation for the study's conclusion. It validated a conceptual model that elucidated the effect and the relationship between organisational politics, career plateau and 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.

In a related development, diversity and inclusion management could enhance employee motivation, efficacy, loyalty and performance. However, diversity should be done in such a way that it will promote harmonious relationships and discourage discrimination within the workforce. This can be achieved if they can be participating in decision-making system, particularly in issues that affect them directly.

The study also concludes that employee loyalty, efficacy, motivation and performance are facilitated by job position. A well-done and adequately rewarded job motivates employees to commit more to the organisation. Therefore, providing employees with an equal opportunity for rewards, promotion, and advancement will enhance employee commitment. Also, the study concludes that career plateau significantly moderates the relationship between organisational politics and employees' commitment.

5.3 Recommendations

The following are the recommendations employing the particular study questions and hypotheses developed.

- i. Political behaviour can be controlled to align with the policy of fairness and equity. Employees will be more loyal, motivated, efficient and productive if they perceive that the organisation usually considers merit in their decisions. The management should make efforts of the selected firms to formulate and implement policies that will discourage favouritism, preferential treatment and nepotism but rather adhere strictly to the policies that guide the organisation.
- ii. 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. In addition, the management of the firms should also intensify efforts to build a work culture that promotes teamwork, productive behaviour and fairness.
- iii. The importance of a diverse workforce in 21st-century organisations characterised by stiff competition cannot be underrated. However, a high concentration of employees with different technical know-how, competencies, skills, and experiences among different groups and cultures allows organisations to compete favourably and attain competitive advantage. To this end, the management of the firms should leverage diversity and inclusion to drive employee commitment. This can be done by encouraging teamwork, where the members of the team leverage the strength of one another in accomplishing tasks that might be given to the teams/groups. In addition, diversity should be properly managed and channeled towards

building good relationships among the diverse workforce for improved motivation, performance, effectiveness and retention.

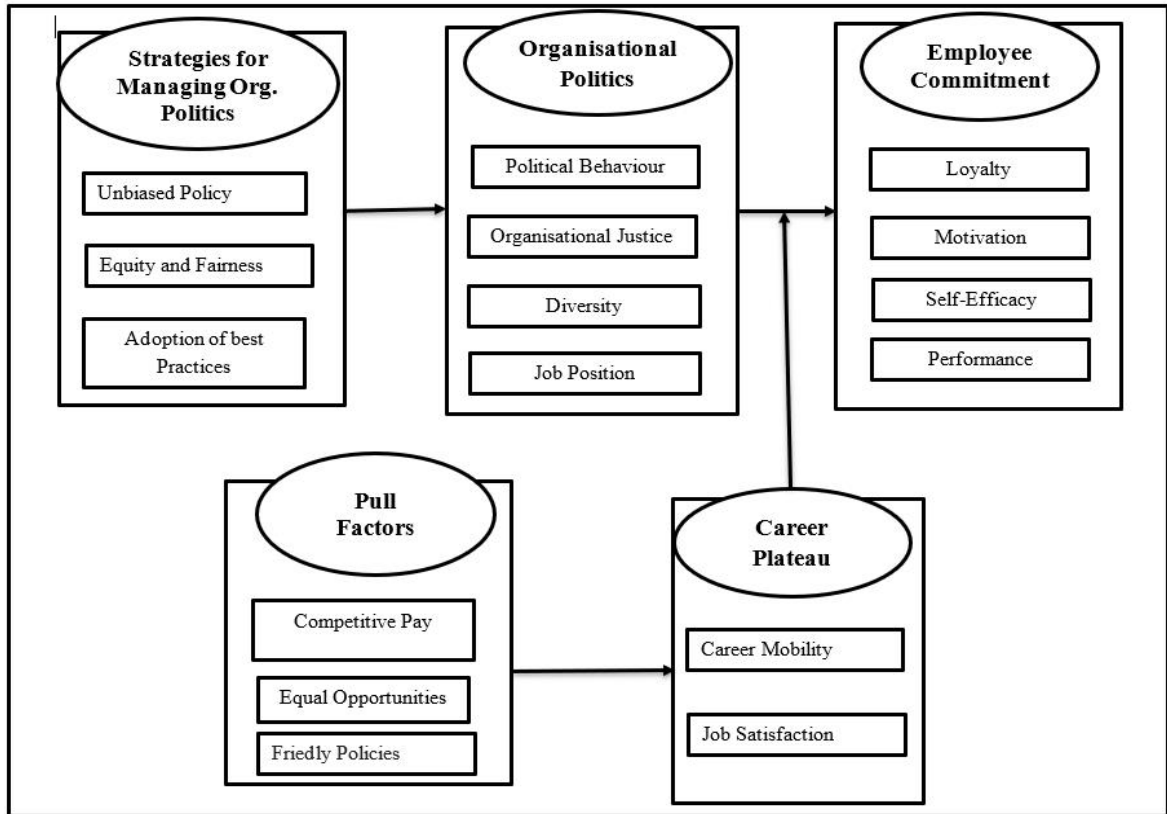
- iv. It was found that job position has a significant relationship with the employees' loyalty, performance, motivation and efficiency. To this end, this study recommended that in the era of the competitive business environment, the management of the firms should always ensure that the job roles of each individual or teams should be clearly stated in a measurable way without any form of ambiguity. It has been discovered that employees need more clarity in the job description. Therefore, the management of the firms should regularly get feedback from employees on some challenging job roles and provide institutional support for them to get their job done with fun. Employees must get to a level where they will see their job roles as fun. This will enhance their normative, continuance and affective commitment to the organisation.
- v. The findings show that career plateau moderates the relationship between organisational politics and employee commitment. To this end, the study recommended that the management of the selected organisations pay the required attention to the career plateau. For example, management should intensify efforts to create a work culture that gives every employee a sense of prospect in the organisation. Having prospects in the organisation will naturally make employees loyal, motivated, efficient and productive.
- vi. From the interview conducted, it was discovered that the selected organisation are highly political in their dealings with individual employees. Most of the employees are just marking their time and looking for better job opportunities. To this end, it is recommended that the firms formulate policies promoting fairness and equity. This will reduce the high employee attrition rate they are currently battling with.

vii. It was also discovered from the interviews that the pay structure is not competitive; only individual employees who are politically inclined are the ones getting promotions and other benefits. This could be demoralizing. Therefore, an effort should be made to have a standard and transparent pay structure.

5.4 Contribution to the Knowledge

This research has significantly advanced our understanding of organizational behavior and employee commitment. Some of the contributions to the body of knowledge include the following:

- i. This study showed the empirical validity of the impact of organisational politics on employees' commitment to the energy sector of Nigeria's economy.
- ii. While most studies in the literature focused on employee job satisfaction, the performance of the organisation, staff turnover intentions, and organisational citizenship actions, this study was able to explore the impact of political behaviours and general organisational, political environment on employee's commitment within the context of a developing economy.
- iii. This study serves as guidelines for discovering counterproductive political behaviour and how it can be discouraged to promote equity, fairness and justice among employees.
- iv. The study provides a model that depicts the interrelatedness between political behaviour, career plateau and employee commitment, as shown in Figure 5.1.



Source: Researcher's Survey 2022-2023

Figure 5.1: Organisational Politics, Career Plateau and Employee Commitment Model

5.5 Limitations of Study and Suggestions for Further Studies

The research was drawn back to only two selected gas production companies- gas processing companies in Niger Delta region of Nigeria, which suggests that scope of the study is limited. Future research might broaden its scope to include more gas processing companies in Nigeria for generalisation.

Copies of the questionnaire were utilized in the study, along with interviews, to gather information from the respondents. Focus group discussions that afford the researcher to relate with small groups to get additional information could not be made possible.

Additionally, the study was able to use four organizational politics dimensions. (political behaviour, organisational justice, diversity and job position) and employees; two dimensions of career plateau (Career plateau, job satisfaction) and four dimensions of employee commitment (employee loyalty, motivation, self-efficacy, employee performance) in this study out of several constructs that can be used. Future studies may also consider exploring additional constructs for the measurement of organisational politics, career plateau and employee commitment with the possibility of using a longitudinal data collection process to establish a real cause-effect relationship between the variables.

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Jyoti Prakash Barman. <https://blog.vantagecircle.com/job-satisfaction/> Updated on 17 July 2021 accessed: 25th August, 2021.

Appendix A
Research Instrument
Department of Management and Accounting
Lead City University Ibadan

Dear Respondent,

I am a postgraduate student conducting academic research on *Organizational Politics, Career Plateau and Employees' Commitment in Gas Processing companies* in the Niger Delta region; Kindly respond freely to each item in the questionnaire, as your responses will be treated with the utmost confidentiality. Thank you for giving your consent.

Olufayo, Busayo

Researcher

Section A – Socio-Demographic Characteristics of Respondents

Please tick (✓) as appropriate.

1. Age (Years)
 - a) 26–35 ()
 - b) 36–45 ()
 - c) 46–55 ()
 - d) 56–59 ()
2. Gender:
 - a) Male ()
 - b) Female ()

3. Education:

- a) WASC/GCE
- b) OND
- c) HND/B.Sc
- d) MBA/M.Sc
- e) Others, please specify_____

4. What is your position in the company?

- a) Junior
- b) Intermediate
- c) Senior
- d) Management

5. How long have you been working with the company?

- a) 0 - 4 years
- a) 5 – 10 years
- b) 11 – 20 years
- c) 21 – 30 years
- d) 31 – 40 years

6. Form of Employment:

- a) Permanent
- b) Contract
- c) Third Party

7. Marital Status:

Married Single Divorce Separated

8. Ethnicity:

Ibo Hausa Yoruba Others: (please specify)

9. Nationality

- a) Nigeria
- b) Foreigner

Section B

Please read the questions carefully and tick () where appropriate

Please indicate the degree of your agreement/disagreement with the following statements.

Employee Commitment		Strongly disagree (1)	Disagree (2)	Undecided (3)	Agree (4)	Strongly agree (5)
Employee Loyalty						
1.	I feel a strong sense of belonging to my organisation.					
2.	I am proud to tell others that I work at my organisation.					
3.	I feel personally attached to my organisation.					
4.	I find it easy to agree with my organisation's policies.					
5.	My current stay in this organisation is that I do not have a choice.					
Political Behaviour						
1	People in this organisation attempt to build themselves up by tearing others down.					
2	There has always been an influential clique in this department\organisation that no one ever crosses.					
3	Gossip is a major source where employees get information here.					
4	Managers\supervisors build up resources to increase their personal power, not really to benefit the organisation.					
5	Promotions around here are only sometimes on merit because how employees get theirs are often political.					
Career Plateau						
1.	I can always manage to solve difficult problems if I try hard enough.					
2.	Even if I am opposed, I can find means and ways to achieve my goals.					
3.	I am confident that I can deal efficiently with unexpected events.					
4.	I can remain calm when facing difficulties because I can rely on my coping abilities.					
5.	I can handle whatever comes my way and provide a solution to any challenges.					
6.	The opportunities for upward movement are limited.					
7.	I am unlikely to obtain a much higher position in this organisation.					
Diversity						
1.	Superiors are genuinely interested in the opinions of all employees					
2.	Management always welcomes differences of opinion.					
3.	Recruitment is based on qualifications and competencies.					

4.	People from all backgrounds have equal opportunities to succeed in this organization					
5.	There is a corporation between superiors and subordinates.					
Career Mobility						
1.	There are career opportunities within my company that are attractive to me					
2.	I am satisfied with my work.					
3.	I intend to change my job at any given opportunity.					
4.	Promotion policies and implementation are unbiased					
5.	I have enjoyed career advancement here.					
6.	Training is always a priority in this organisation					
7.	Employees that require training are always the ones getting trained					
8.	Most vacancies are filled by the employees before considering outsiders.					
Motivation						
1.	The welfare package here is not encouraging.					
2.	My co-workers support me in my career development.					
3.	I have learned many new skills in this position.					
4.	My manager/supervisor appreciates me when I put in my best					
5.	The management is supportive of employees at all cadres.					
Organisational Justice						
1.	Management has designed policies to discourage favouritism.					
2.	Forming caucuses is frowned upon by management at every level.					
3.	Leadership positions are based on competency.					
4.	Reward management is always based on merit.					
5.	Teamwork is always encouraged in my organisation					
Employee Performance						
1	I usually plan my work to ensure effective delivery					
2	I am always mindful of my work schedules for timely completion.					
3	I always seek better ways of doing my job.					
4	I update the skills required for my job roles when needed.					
Job Position						
1.	I have adequate information about my job roles.					
2.	My job responsibilities are specific					
3.	I am provided with specific day-to-day activities.					
4	I get promoted when due.					

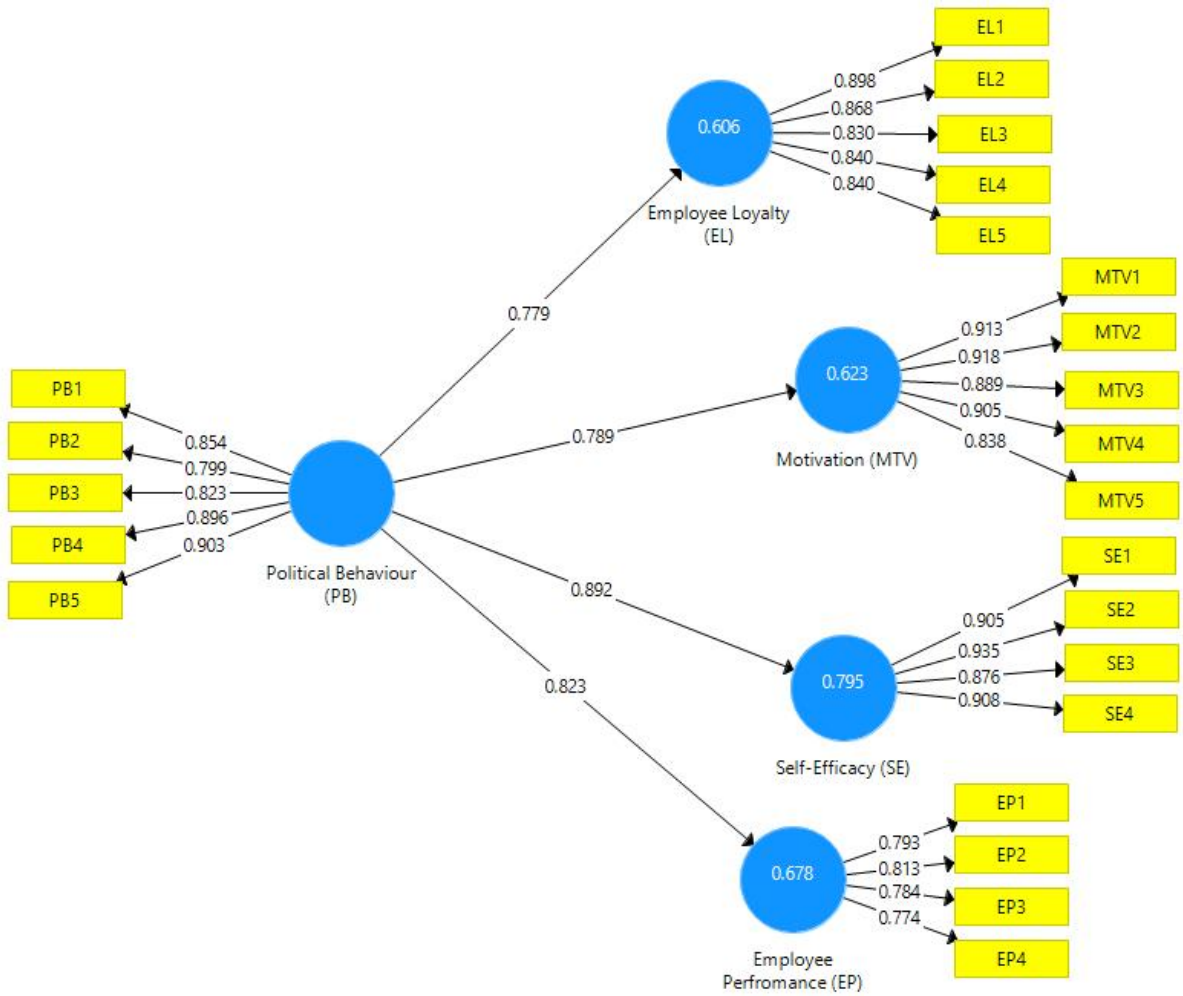
In-depth Interview Guide

Thesis Title: Organisational Politics, Career Plateau and Employee Commitment in Processing Companies, Delta State Nigeria.

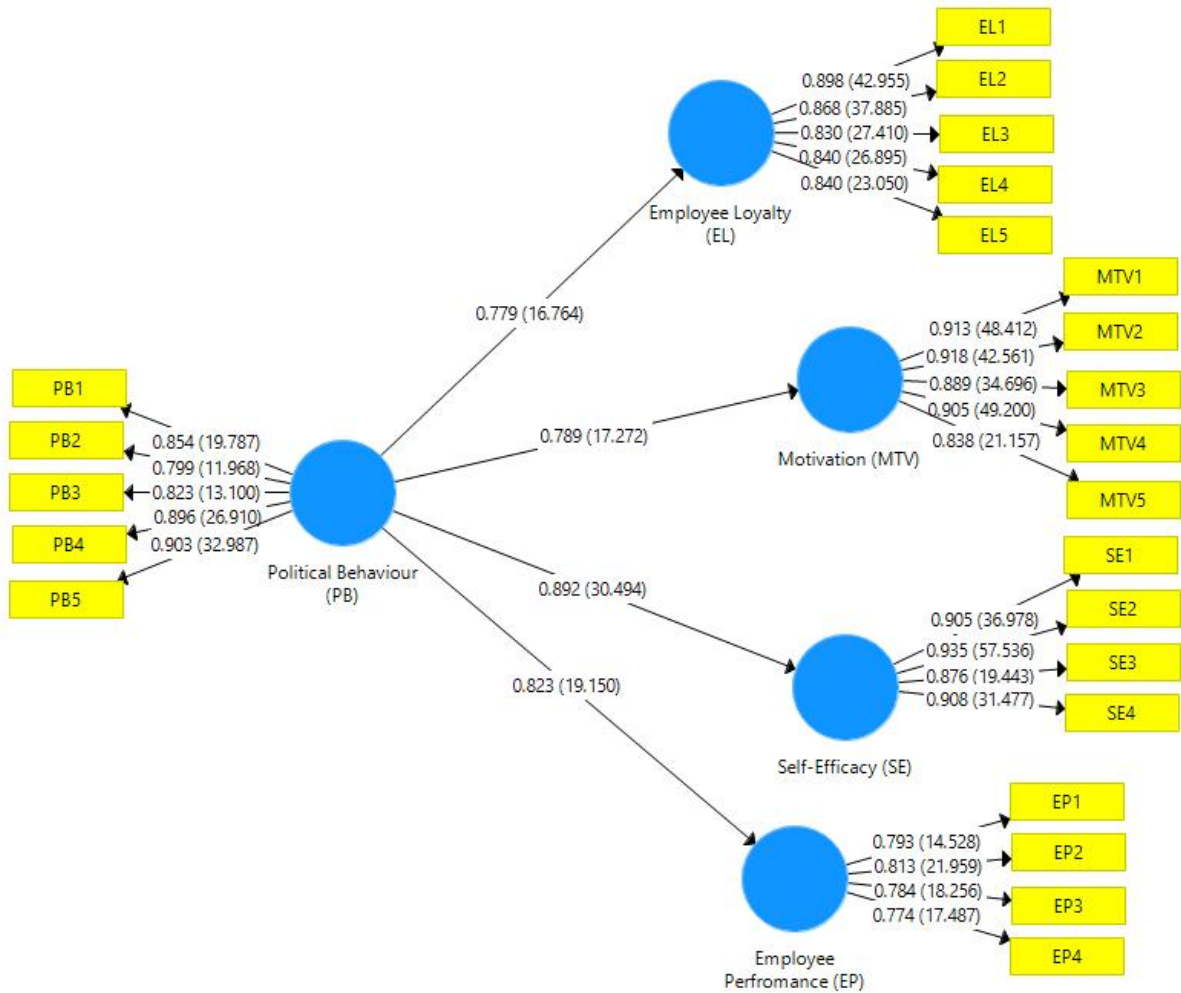
1. Do you believe in the organisation's core vision and are always willing to help in achieving the vision? Probe
2. Many employees are not exiting this organisation because jobs are scarce out there. Is that true?
3. How has the level of politics affected your work delivery?
4. Are some opportunities available here gotten by those connected? Probe
5. How do you feel when denied an opportunity and still expected to perform effectively? Probe
6. Have promotional opportunities slipped off you on some occasions? Probe
7. How can top management address this issue of politics within the organisation? Probe
8. How can you rate the commitment level of your direct downlines?
9. How long do you plan to work for this organisation and why? Probe
10. Are resources shared based on organisational priorities? What are your experiences on how opportunities are given? Probe

Appendix B

Raw Analysis of Hypothesis 1



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Path Coefficients

	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
Political Behaviour (PB) -> Employee Loyalty (EL)	0.779	0.777	0.046	16.764	0.000
Political Behaviour (PB) -> Employee Performance (...)	0.823	0.822	0.043	19.150	0.000
Political Behaviour (PB) -> Motivation (MTV)	0.789	0.787	0.046	17.272	0.000
Political Behaviour (PB) -> Self-Efficacy (SE)	0.892	0.891	0.029	30.494	0.000



f Square

Matrix	f Square				
	Employee Loy...	Employee Perf...	Motivation (M...	Political Behav...	Self-Efficacy (SE)
Employee Loya...					
Employee Perfr...					
Motivation (M...					
Political Behavi...	1.539	2.107	1.651		3.888
Self-Efficacy (SE)					

Construct Reliability and Validity

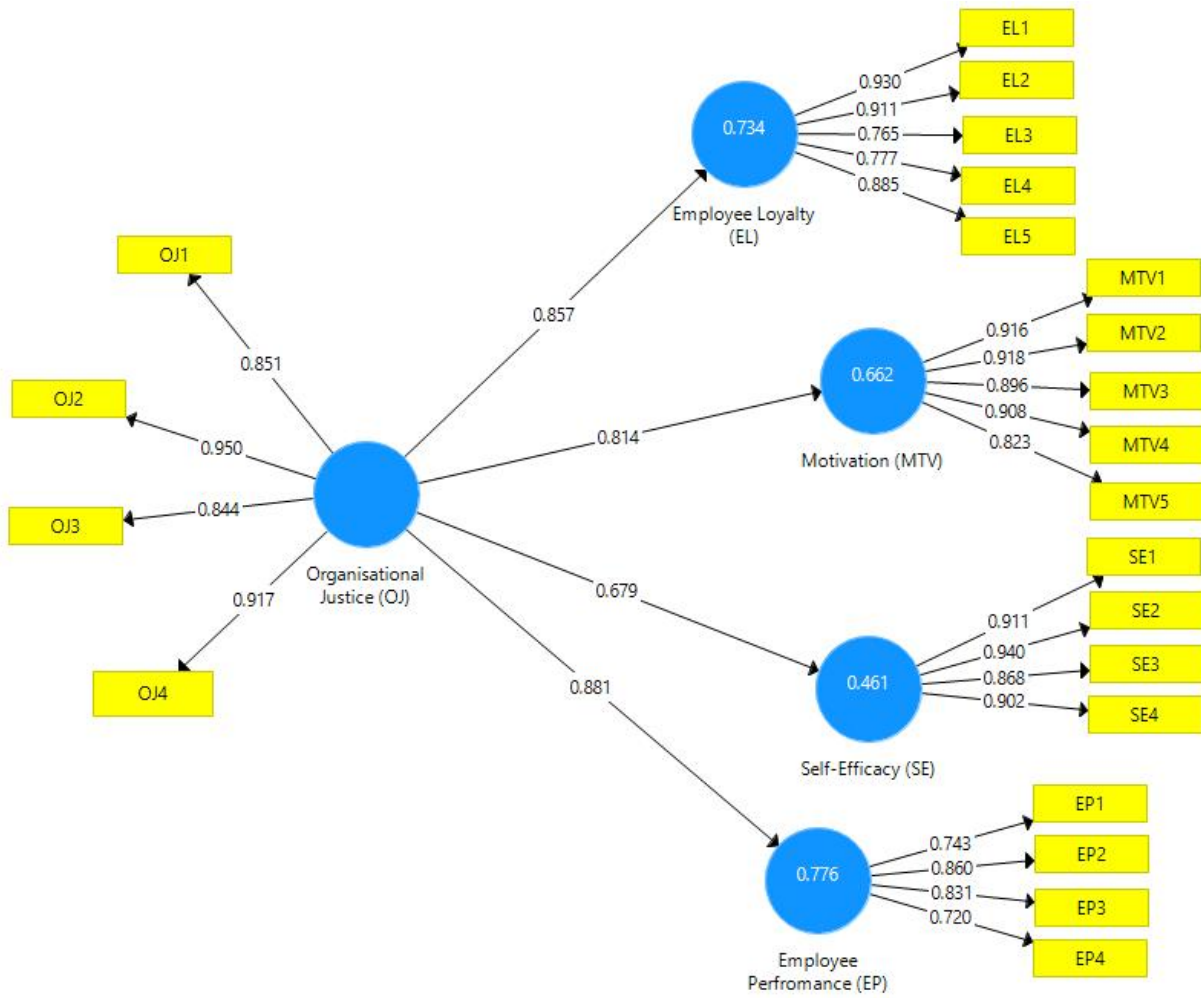
Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted
	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
Employee Loyalty (EL)	0.909	0.914	0.932	0.732
Employee Performance (EP)	0.802	0.806	0.870	0.626
Motivation (MTV)	0.936	0.941	0.952	0.798
Political Behaviour (PB)	0.908	0.915	0.932	0.733
Self-Efficacy (SE)	0.928	0.936	0.948	0.821

Construct Crossvalidated Redundancy

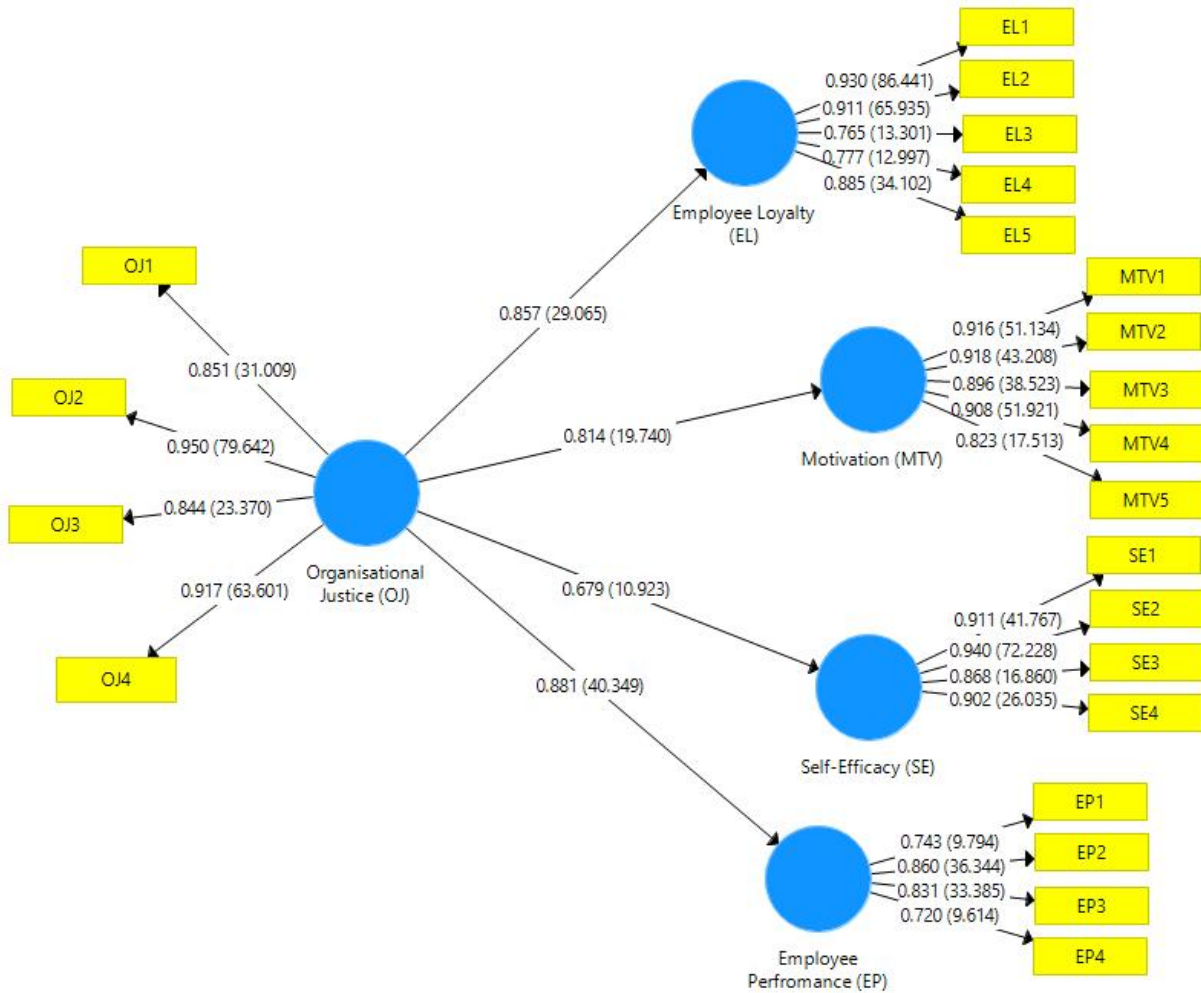
Total	Case1	Case2	Case3	Case4	Case5
	SSO	SSE	Q ² (=1-SSE/SSO)		
Employee Loya...	495.000	283.671	0.427		
Employee Perfr...	396.000	234.016	0.409		
Motivation (M...	495.000	253.109	0.489		
Political Behavi...	495.000	495.000			
Self-Efficacy (SE)	396.000	141.840	0.642		

Appendix C

Raw Analysis of Hypothesis 2



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f Square

	Employee Loy...	Employee Perf...	Motivation (M...	Organisational...	Self-Efficacy (SE)
Employee Loyalty (EL)					
Employee Performance (EP)					
Motivation (MTV)					
Organisational Justice (OJ)	2.765	3.458	1.961		0.855
Self-Efficacy (SE)					

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (..
	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
Employee Loyalty (EL)	0.909	0.932	0.932	0.733
Employee Performance (EP)	0.802	0.829	0.869	0.625
Motivation (MTV)	0.936	0.945	0.952	0.798
Organisational Justice (OJ)	0.913	0.919	0.939	0.795
Self-Efficacy (SE)	0.928	0.951	0.948	0.820

Path Coefficients

Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Cor...	Samples	Copy to Clipboard:	Excel Format
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
Organisational Justice (OJ) -> Employee Loyalty (EL)	0.857	0.859	0.029	29.065	0.000
Organisational Justice (OJ) -> Employee Performance (EP)	0.881	0.883	0.022	40.349	0.000
Organisational Justice (OJ) -> Motivation (MTV)	0.814	0.815	0.041	19.740	0.000
Organisational Justice (OJ) -> Self-Efficacy (SE)	0.679	0.678	0.062	10.923	0.000

R Square

Matrix	R Square	R Square Adjusted
	R Square	R Square Adjus...
Employee Loyalty (EL)	0.734	0.732
Employee Performance (EP)	0.776	0.773
Motivation (MTV)	0.662	0.659
Self-Efficacy (SE)	0.461	0.455



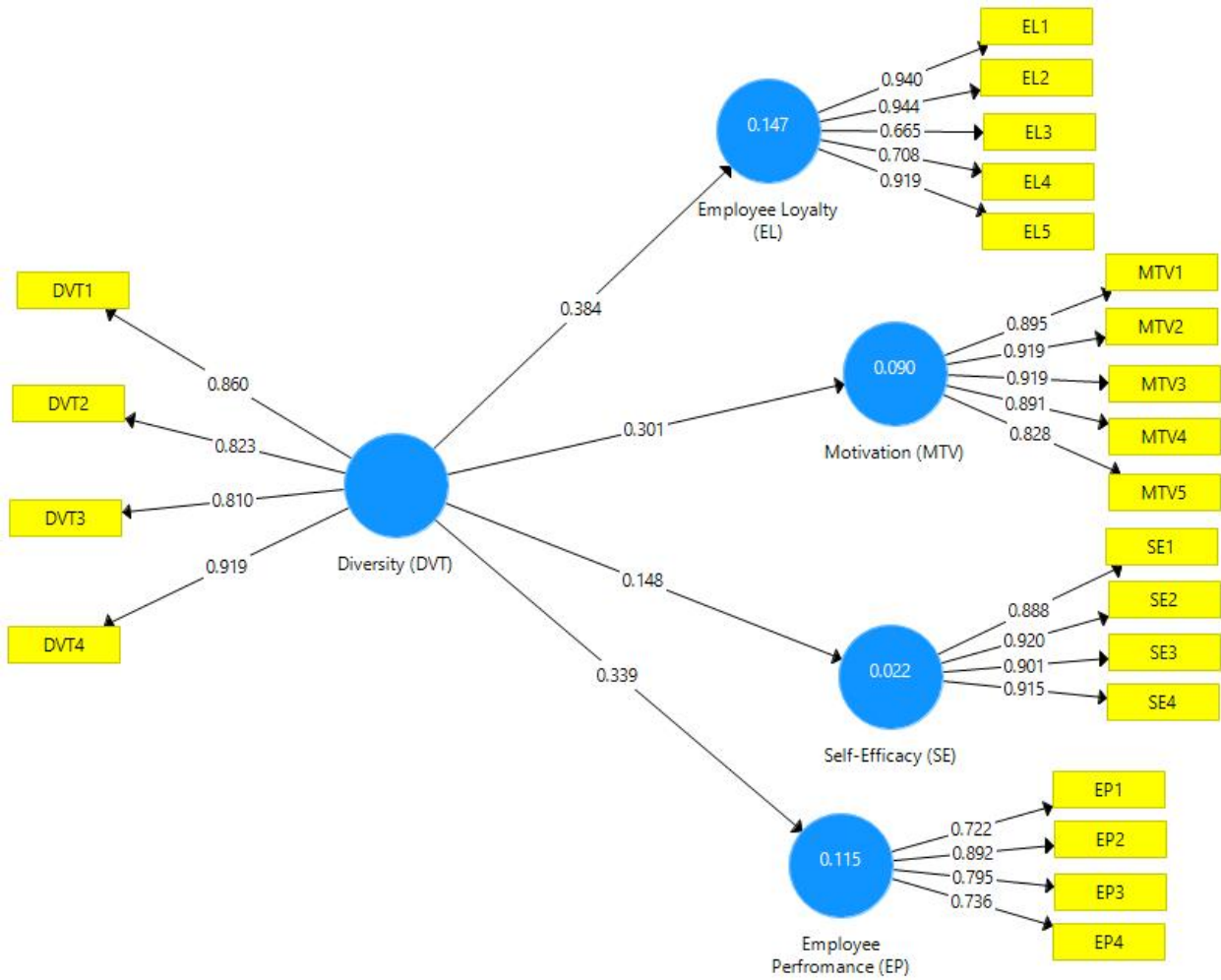
Construct Crossvalidated Redundancy

Total	Case1	Case2	Case3	Case4	Case5
	SSO	SSE	Q ² (=1-SSE/SSO)		
Employee Loya...	495.000	235.413	0.524		
Employee Perfr...	396.000	210.772	0.468		
Motivation (M...	495.000	239.051	0.517		
Organisational ...	396.000	396.000			
Self-Efficacy (SE)	396.000	253.583	0.360		

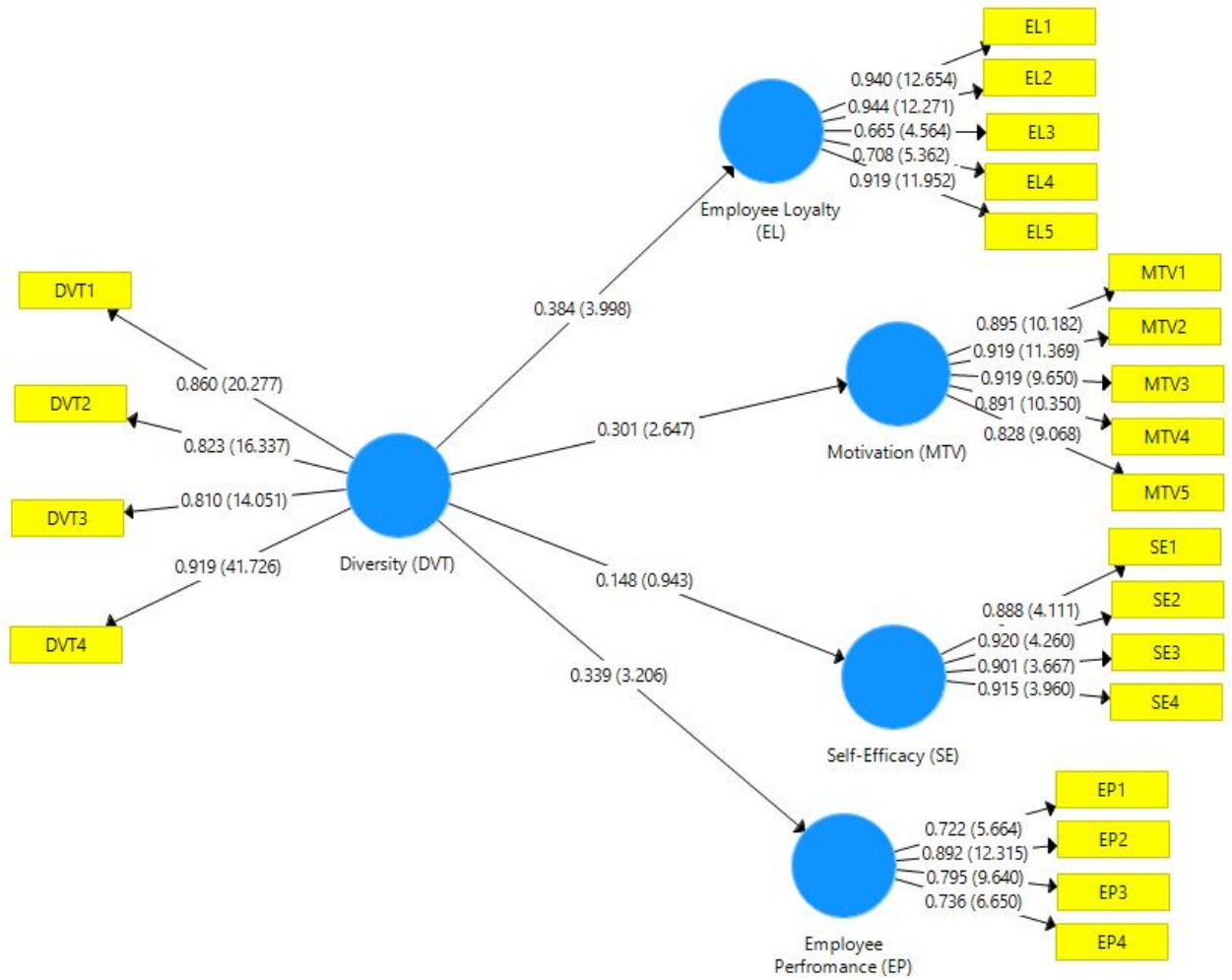
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Appendix D

Raw Analysis of Hypothesis 3



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f Square

	Diversity (DVT)	Employee Loy...	Employee Perf...	Motivation (M...	Self-Efficacy (SE)
Diversity (DVT)	0.172	0.130	0.099	0.022	
Employee Loyalty (EL)					
Employee Performance (EP)					
Motivation (MTV)					
Self-Efficacy (SE)					

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
Diversity (DVT)	0.877	0.898	0.915	0.730
Employee Loyalty (EL)	0.909	0.975	0.924	0.713
Employee Performance (EP)	0.802	0.893	0.868	0.623
Motivation (MTV)	0.936	0.997	0.951	0.794
Self-Efficacy (SE)	0.928	0.937	0.948	0.821

Path Coefficients

Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Cor...	Samples	Copy to Clipboard:	
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
Diversity (DVT) -> Employee Loyalty (EL)	0.384	0.411	0.096	3.998	0.000
Diversity (DVT) -> Employee Performanc...	0.339	0.370	0.106	3.206	0.001
Diversity (DVT) -> Motivation (MTV)	0.301	0.323	0.114	2.647	0.008
Diversity (DVT) -> Self-Efficacy (SE)	0.148	0.159	0.157	0.943	0.346

R Square

Matrix	R Square	R Square Adjusted
	R Square	R Square Adjus...
Employee Loyalty (EL)	0.147	0.138
Employee Performance (EP)	0.115	0.106
Motivation (MTV)	0.090	0.081
Self-Efficacy (SE)	0.022	0.012

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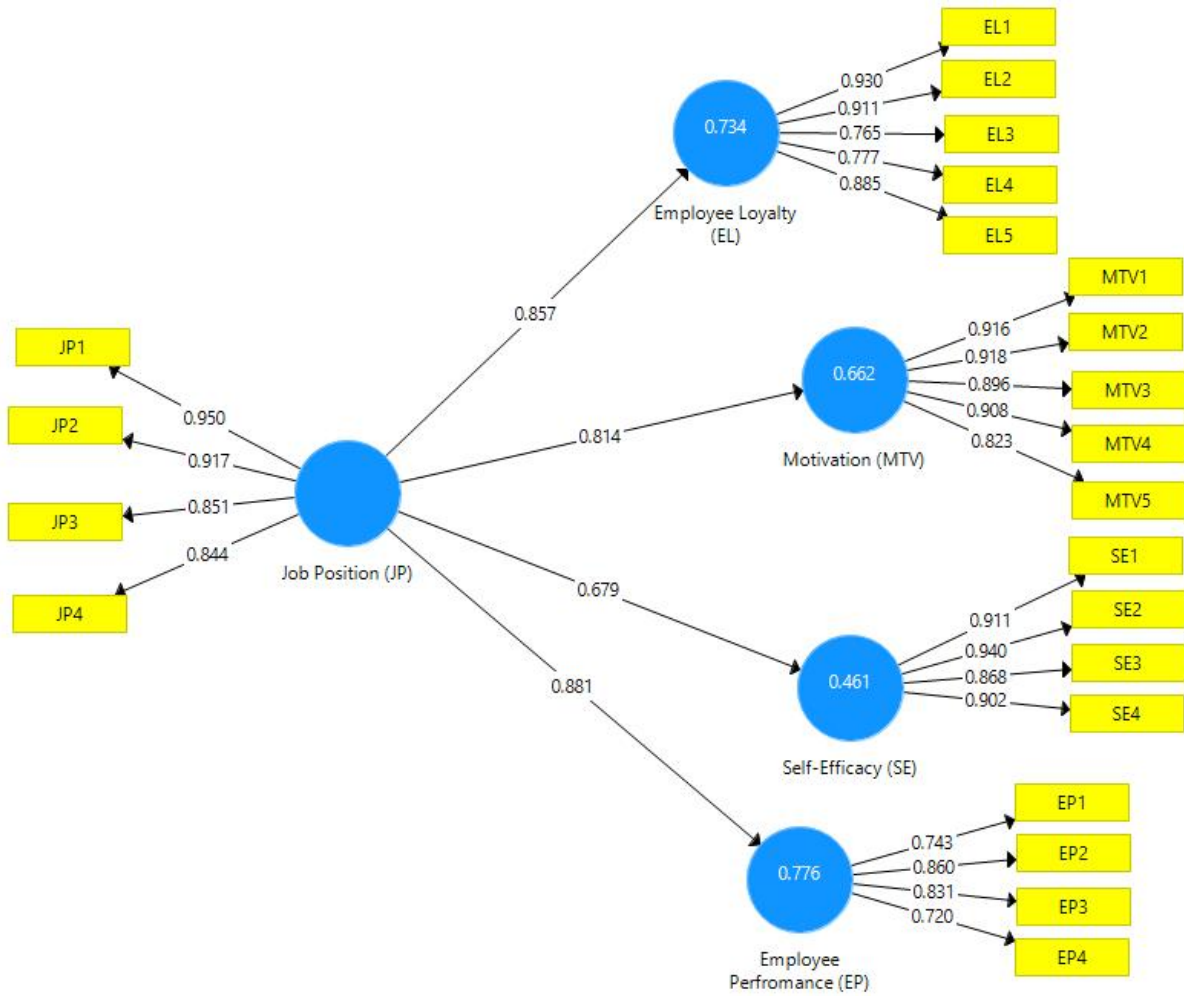
Construct Crossvalidated Redundancy

	Total	Case1	Case2	Case3	Case4	Case5
		SSO		SSE	Q ² (=1-SSE/SSO)	
Diversity (DVT)		396.000		396.000		
Employee Loya...		495.000		455.133	0.081	
Employee Perfr...		396.000		371.981	0.061	
Motivation (M...		495.000		464.939	0.061	
Self-Efficacy (SE)		396.000		390.905	0.013	

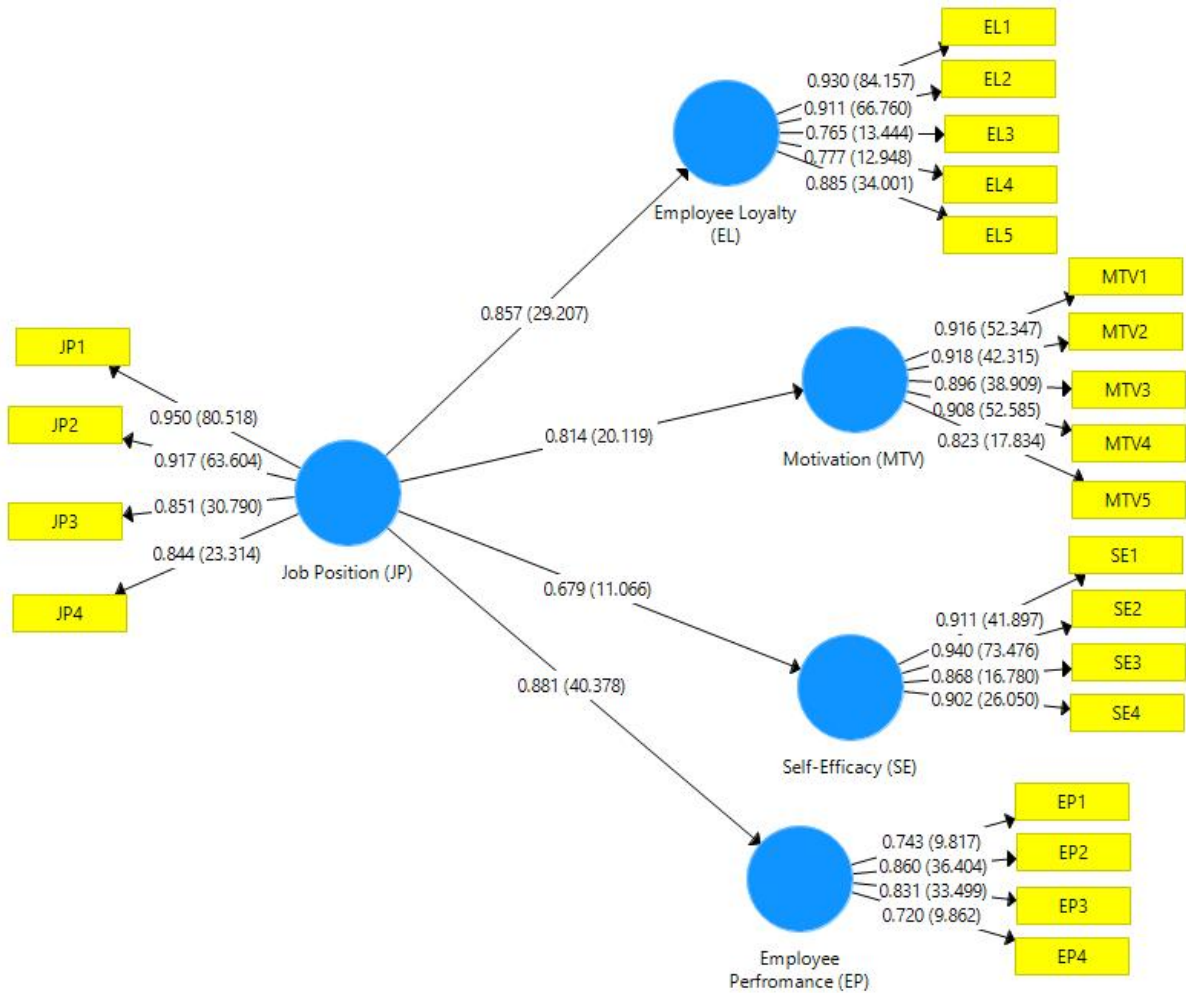
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Appendix E

Raw Analysis of Hypothesis 4



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	Employee Loy...	Employee Perf...	Job Position (JP)	Motivation (M...	Self-Efficacy (SE)
Employee Loyalty (EL)					
Employee Performance (EP)					
Job Position (JP)	2.765	3.458		1.961	0.855
Motivation (MTV)					
Self-Efficacy (SE)					

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (...)
	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
Employee Loyalty (EL)	0.909	0.932	0.932	0.733
Employee Performance (EP)	0.802	0.829	0.869	0.625
Job Position (JP)	0.913	0.919	0.939	0.795
Motivation (MTV)	0.936	0.945	0.952	0.798
Self-Efficacy (SE)	0.928	0.951	0.948	0.820

Path Coefficients

Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Cor...	Samples	Copy to Clipboard:	Excel F
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
Job Position (JP) -> Employee Loyalty (EL)	0.857	0.859	0.029	29.207	0.000
Job Position (JP) -> Employee Performance (EP)	0.881	0.882	0.022	40.378	0.000
Job Position (JP) -> Motivation (MTV)	0.814	0.814	0.040	20.119	0.000
Job Position (JP) -> Self-Efficacy (SE)	0.679	0.677	0.061	11.066	0.000

R Square

Matrix	R Square	R Square Adjusted
	R Square	R Square Adjus...
Employee Loyalty (EL)	0.734	0.732
Employee Performance (EP)	0.776	0.773
Motivation (MTV)	0.662	0.659
Self-Efficacy (SE)	0.461	0.455

Do Not

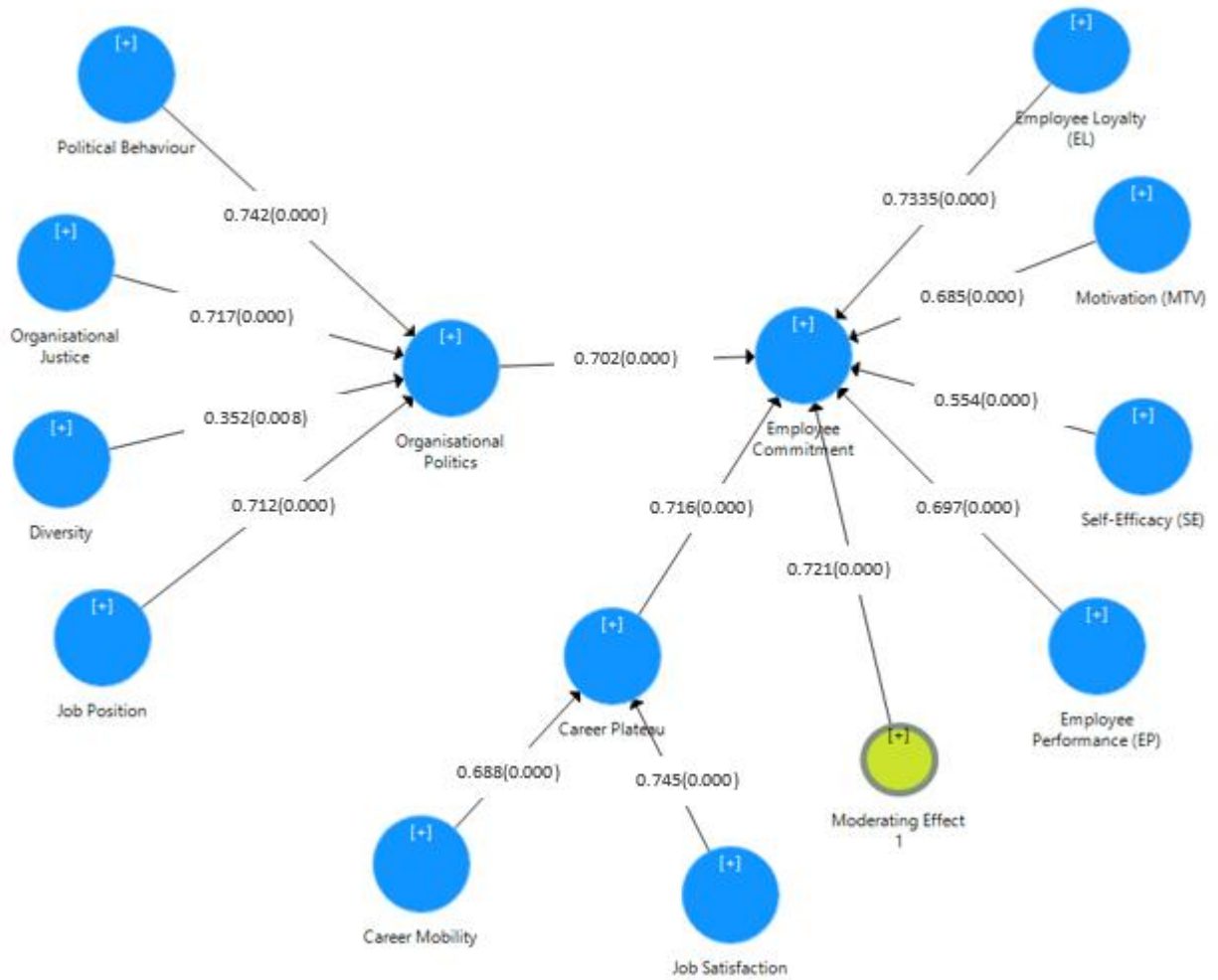
Construct Crossvalidated Redundancy

Total	Case1	Case2	Case3	Case4	Case5	Case6
			SSO		SSE	$Q^2 (= 1 - SSE/SSO)$
Employee Loyalty (EL)			495.000		235.413	0.524
Employee Performance (EP)			396.000		210.772	0.468
Job Position (JP)			396.000		396.000	
Motivation (MTV)			495.000		239.051	0.517
Self-Efficacy (SE)			396.000		253.583	0.360

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Appendix F

Raw Output of Hypothesis 5



Do Not C

Bio Data

Busayo Abiodun OLUFAYO

Email: busayoolufayo@gmail.com | Tel: +2348068266133. Lagos. Nigeria

Career Summary: A focused and versatile human resources and administrative practitioner with a proven track record of 10+ years of experience in recruitment, employee development, and benefits administration, with a strong ethos of confidential support in all human resources functions. Reduced the gap between the workers and management to create a cohesive and productive work environment at Afroexchange Global, increasing employee satisfaction by 45% and cutting the cost of recruitment and benefits by 20%.

WORK EXPERIENCE

Manager, Human Resources /Administrator (June 2016 – Date)

AFROEXCHANGE GLOBAL (Nigeria)

- Identified hiring needs, and developed position description, human resources planning, and other recruitment-related documents.
- Engaged in a variety of HR initiatives on the employee lifecycle, including talent acquisition, onboarding, employee development, employee relations, and contract administration.
- Planned and coordinated company corporate events and teamwork activities.
- Maintained confidential employee and organization records.
- Initiated and monitored performance management and KPIs of each department.
- Prepared and scheduled Rota, attendance, and payroll management.
- Provided support to the executive officers on administrative and documentation

Human Resources (Learning and Development Services – Public Sector) / Executive Admin (January 2013- May 2016)

TERAWIT & COMPANY LTD (Nigeria)

- Lead HR projects like compensation plan revisions.
- Collaborated with top management to define and implement HR strategies and initiatives to support strategic business objectives
- Prepared and approved training model and ensured training procedures were duly in compliance with standards Established and maintained satisfactory relationships with the public, private industry, and government officials.
- Demonstrated knowledge of and ability to interpret statutes and regulations.

Significant Achievements:

Training & Development

Successfully conducted seminars and presentations on:

- Human Capital Risks and Employer Branding.
- Learning & Development and Individual Capacity Development
- Work efficiency, Self-efficacy and Inter and intrapersonal relationships in the workplace.

EDUCATION

Master of Science (MSc.), Human Resources Management. 2020
Lead City University

Bachelor of Science (BSc.), Business Management. 2007
Ambrose Alli University.

CERTIFICATION

- CPR, AED and First-Aid Certified.
- WHMIS (Safe Work Certification)
- Chartered Institute of Personnel Management (CIPM) Nigeria.
- Institute for Enterprise Management and Analysis. (Member) Nigeria.
- Certified Practitioner Enterprise Manager (CPEM) IEMA Nigeria

PUBLICATION

[Training Gap Identification as Determinant of Employees' Job Performance in Gas and Energy Company in Delta State, Nigeria](http://article.hrmj.org/pdf/10.11648.j.jhrm.20210904.13.pdf)
[http://article.hrmj.org/pdf/10.11648.j.jhrm.20210904.13.pdf.](http://article.hrmj.org/pdf/10.11648.j.jhrm.20210904.13.pdf)

[Determinants of turnover intention and organizational politics in selected Engineering companies in the Niger Delta Region of Nigeria](https://nokspublishing.com/index.php/AJMSS/article/view/32)
<https://nokspublishing.com/index.php/AJMSS/article/view/32>

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Signature

Date

The University Compliance Certification

This is to certify that this thesis written by **Busayo Abiodun OLUFAYO** with **Matric Number LCU/PG/000101** in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan is in full compliance with the approved University format and style.

.....
Signature

.....
Date

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