

ORGANIZATIONAL POLITICS AND PERFORMANCE OUTCOMES IN MULTICHOICE NIGERIA LIMITED, LAGOS

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Abstract

Organizational politics has become a real concern in modern work places, especially in places that are competitive, where employee performance ends up sort of deciding how successful the organization becomes. In this study, the relationship between organizational politics and performance outcomes was examined in MultiChoice Group, Lagos, Nigeria. Organizational politics was treated in terms of favoritism, biased decision-making, and those ongoing workplace power struggles, while performance outcomes were looked at through employee productivity, organizational efficiency, and job commitment. The whole study was pushed by worries that political behavior, within organizations may slowly weaken fairness, motivation, and the general effectiveness of work systems. A descriptive survey research design was used. Data were gathered from 160 employees, and out of that, 140 valid responses were analyzed with descriptive plus inferential statistics, including correlation, as well as multiple regression analysis, at a 0.05 level of significance. The results showed that favoritism significantly lowers employee productivity. It also indicated that biased decision-making hits organizational efficiency negatively, and that workplace power struggles significantly reduce job commitment. Overall, the study concludes that organizational politics has a significant negative effect on performance outcomes in MultiChoice Group, Lagos, Nigeria. Based on equity theory and social exchange theory, it is recommended that the organization adopt transparent, merit-based human resource practices, along with stronger organizational controls, so political behavior can be reduced and employee performance can improve.

Keywords: Biased Decision-Making; Favoritism; Job Commitment; Organizational Politics, and Performance Outcomes

Introduction

Organizational politics has turned into a common trait of modern organizations for the reason that there is competition for power, influence, career advancement chances, and even access to internal resources (Boselie & Van der Heijden, 2024; AlBuloushi, 2025; Edwards, 2026). In general, it means those informal acts done by individuals or small groups in order to affect which decisions get made, and how outcomes turn out, but always leaning toward what they want (Aeeni et

al., 2024; Brennecke et al., 2025; Kingdon, 2026). Even if organizational politics can help strategic survival sometimes, when it turns excessive, it tends to stir workplace conflict, spawn mistrust, promote favoritism, and lower employee dedication (Prast, 2025; Ali et al., 2026).

Around the world, organizational politics has gathered a lot of scholarly focus, mostly because it shapes employee attitudes and the way organizations perform. Research suggests that when people strongly perceive organizational politics, it often undermines job

satisfaction, organizational commitment, morale and overall productivity (Vigoda-Gadot, 2007). People working inside more politically charged settings are also more likely to run into stress, irritation and intentions to leave, not just one of those things (Cropanzano, Howes et al., 1997). So, organizational politics stays a key concern within organizational behavior and human resource management, even if it's uncomfortable.

Performance outcomes are key signs of how well an organization is doing, and they're usually assessed through things like output levels, efficiency, how well people cooperate, service quality, and whether target outcomes are actually reached (Daft, 2016). Organizations that generally stay transparent, are equitable, and lean on reward systems that are fairer tend to be better positioned to build deeper employee engagement, and also to achieve stronger effectiveness (Robbins & Judge, 2019). On the other hand, political behavior, strategic manipulation, and unfair treatment often dull employee motivation, and over time that also weakens organizational productivity.

In Nigeria, organizational politics feels more and more visible in both public and private spaces (Afieroho, 2024; Bakare, 2025; Adamolekun, 2026). This is probably driven by economic pressures, plus favoritism, ethnic ties, and managerial power struggles (Akanbi & Ofoegbu, 2013). All these things tend to create office frictions that can quietly mess with employee morale. It can also decrease organizational effectiveness, overall. Research in Nigerian organizations has pointed out that organizational politics can bring job dissatisfaction, and it can also reduce employee performance (Adebayo & Ibrahim, 2014). Meanwhile, in those fairly competitive telecommunications and media space, companies like MultiChoice Group really need strong levels of efficiency and employee productivity, if they want to stay competitive.

Even so, workplace political behaviors like favoritism, biased decision making, and uneven opportunities could weaken organizational performance outcomes, a bit, you know. Prior studies have shown that organizational politics can harm employee productivity and organizational commitment (Ferris et al., 1996; Vigoda-Gadot & Drory, 2006). Still, there are not many studies that have truly examined how organizational politics links up with performance results, especially within the Nigerian media and telecommunications environment. So, with that in mind, this study looks at organizational politics and performance outcomes in MultiChoice Group, Lagos Nigeria. The purpose is sort of to understand how these workplace political dynamics end up shaping employee productivity, organizational efficiency, and the broader workplace performance too.

Statement of the Problem

Organizational performance is pretty essential for the staying alive and competitiveness of modern organizations, especially in the telecommunications and media business, where efficiency, innovation, and worker productivity matter a lot. Still, more and more organizational politics shows up as a big obstacle, it kind of messes with workplace relationships and then the overall results too (Wood et al., 2024; Khalis et al., 2025; Nantoi & Nantoi, 2026). Organizational politics, meaning favoritism, manipulation, skewed choices, and power contests, often creates mistrust, clashes, and a general sense of dissatisfaction among employees (Robbins & Judge, 2022).

Some research suggests that too much organizational politics can drag down job satisfaction, employee commitment, morale and even productivity (Vigoda-Gadot & Drory, 2016). When employees see their organization as highly political, they tend to face stress, lower drive, and weaker task results (Landells & Albrecht, 2019). Political behaviors, like uneven

recognition, preference in promotions, and interpersonal disputes, also erode collaboration and reduce organizational efficiency (Ferris et al., 2020).

In Nigeria, organizational politics has become more and more noticeable because of economic pressures, few real career routes, and also the pull of informal workplace connections (Akanbi & Ofoegbu, 2013). In the telecommunications and media space, these political tendencies can quietly damage employee productivity and the overall effectiveness of the organization. MultiChoice Group works inside a very tight, competitive setting where strong commitment from staff is needed, plus steady and fast service delivery. Yet, workplace political behaviors can reduce employee morale; weaken confidence in management and in the long run affect organizational performance, in general.

Even though there are studies about organizational politics like Thomas (2014); Ugwu et al. (2014); Ndugbu et al., (2014); Oghojafor and Muo (2012); Akpotu and Ginah (2015); Olayiwola and Majekodunmi (2025), not enough empirical work seems to focus on how these things shape performance results in the Nigerian media and telecommunications sector, especially in MultiChoice Group, Lagos Nigeria. Still, these earlier works have helped, but the literature that directly links organizational politics to performance outcomes in MultiChoice Group, Lagos Nigeria stays thin. Many previous researchers centered on banks, telecommunications firms, or broad organizational contexts, so the situation and evidence are not fully aligned with MultiChoice Group, which leaves a clear contextual and empirical shortfall for more study. So, this study tries to look closely at the relationship between organizational politics and performance outcomes in the organization, with the aim of suggesting strategies that can boost

organizational effectiveness, and also limit unhealthy workplace politics.

Objectives of the Study

The broad aim of this study is to look into how organizational politics links to performance results in MultiChoice Group, Lagos, Nigeria. The specific objectives are to:

- i. To assess the effect of favoritism on employees' productivity in MultiChoice Group, Lagos, Nigeria;
- ii. To determine the influence of biased decision-making on organizational efficiency in MultiChoice Group, Lagos, Nigeria; and
- iii. To assess the relationship between workplace power struggles and employees' job commitment in MultiChoice Group, Lagos, Nigeria.

Research Hypotheses

The developed hypotheses for the study include:

H₀₁: Favoritism has no significant effect on employees' productivity in MultiChoice Group, Lagos, Nigeria;

H₀₂: Biased decision-making has no significant influence on organizational efficiency in MultiChoice Group, Lagos, Nigeria; and

H₀₃: Workplace power struggles have no significant relationship with employees' job commitment in MultiChoice Group, Lagos, Nigeria.

Literature Review

Concept of Organizational Politics

Organizational politics is basically about self-serving behaviors used by people or groups to steer decisions, where resources go, and the final outcomes, even though the formal procedures, are supposed to handle that stuff (Snipes et al., 2024; Randev, Jha, & Shukla, 2025; Xu et al., 2026). It seems way more common in settings where resources are scarce, where

rule enforcement is kind of weak, and where the competition feels intense (Kacmar & Baron, 1999). Empirical evidence indicates that when employees perceive more organizational politics it tends to harm their attitudes so, stress goes up, satisfaction drops, trust weakens, and withdrawal-related behaviors also increase (Vigoda-Gadot, 2007). Also, these patterns are often powered by unfair influence tactics, like favoritism and some kind of quiet manipulation (Landells & Albrecht, 2019).

Dimensions of Organizational Politics (Favoritism, Biased Decision-Making and Power Struggles)

In accordance to Nadler (2024); Duerst-Lahti and Kelly (2025); Bolman and Deal (2026), organizational politics usually shows up in a few behavioral ways and kind in dimensions as these include:

- i. **Favoritism:** One big part is favoritism, where managers or supervisors end up giving preferential treatment to some employees, not because of merit but more due to personal relationships. Favoritism chips away at fairness perceptions and it can lower employee morale, also productivity, (Ferris et al., 2020).
- ii. **Biased Decision - Making:** Another important dimension is biased decision making, this is when organizational choices about promotions, rewards, or even task assignments are shaped by personal interests instead of using objective performance measures. This kind of political behavior often creates a feeling of unfairness, and it may also reduce organizational commitment, (Robbins & Judge, 2022).
- iii. **Power Struggles:** Power struggles are also part of organizational politics, it's where people, or sometimes groups, compete over authority, control, and influence inside the organization. These struggles tend to stir up conflict, erode collaboration and slow down or disturb organizational processes, (Kacmar &

Baron, 1999). Taking together of these dimensions form the overall perception of organizational politics at work.

Concept of Performance Outcomes

Performance outcomes are basically measurable organizational results, like efficiency, output speed, effectiveness, and quality of the produced work (Daft, 2016). In other words, they show how well an organization takes what it has as inputs and turns it into the desired results. When leadership is transparent and the internal rules are fair, organizations tend to reach better outcomes, but in settings that are more politically driven, effectiveness drops, and productivity can also be reduced (Robbins & Judge, 2022).

Indicators of Employee Productivity

Employee productivity is usually seen as output compared to input, and it can be shown through a mix of task completion rate, quality of work, punctuality, efficiency, innovation, and how well employees reach their goals (Armstrong & Taylor, 2020). It also drifts into discretionary effort, like organizational citizenship behavior, which is basically the extra, not always required stuff. At the same time, perceived organizational politics tends to cut productivity down because it messes with motivation, engagement, and commitment (Vigoda-Gadot, 2007).

Organizational Efficiency and Job Commitment

Organizational efficiency is the capacity to reach objectives with minimal waste of resources, and time (Daft, 2016). Job commitment, in turn, is more like employees' psychological attachment, loyalty, and their willingness to stay with, and contribute to the organization (Mendis, 2024). When job commitment is high, you usually get better performance and also lower turnover. Yet organizational politics works against that too, it harms both efficiency and

commitment by making unfairness feel more real, lowering trust, and eroding employees' readiness to contribute effectively (Cropanzano et al., 1997; Vigoda-Gadot & Drory, 2016).

Empirical Review

Studies on Organizational Politics and Employee Productivity

Empirical studies consistently show a negative relationship between organizational politics and employee productivity. Vigoda-Gadot (2007) found that high perceptions of organizational politics significantly reduce employee performance due to stress and reduced motivation. Similarly, Ferris et al. (2020) reported that political work environments weaken employee focus and task efficiency, leading to lower productivity levels.

Studies on Organizational Politics and Organizational Efficiency

Research indicates that organizational politics reduces organizational efficiency by disrupting coordination, communication, and decision-making processes. Cropanzano et al. (1997) found that politically charged environments create role ambiguity and conflict, which reduce organizational effectiveness. Likewise, Landells and Albrecht (2019) observed that perceived politics undermines organizational functioning by increasing workplace tension and reducing collaborative efficiency.

Studies on Organizational Politics and Employee Job Commitment

Studies have established that organizational politics negatively affects job commitment. Vigoda-Gadot and Drory (2016) reported that employees in highly political environments demonstrate lower organizational commitment and higher turnover intentions. Meyer and Allen (1991) further explain that commitment declines when employees perceive

unfairness or lack of organizational support, which is common in politically influenced workplaces.

Empirical Evidence from Nigerian Organizations

In the Nigerian setting, Oghojafor and Muo (2012) concluded that organizational politics happens a lot because economic instability and also weak institutional frameworks, which eventually drags down employee morale and overall organizational effectiveness. Ugwu et al. (2014) went further, noting that negative political conduct markedly lowers employee performance in Nigerian private firms, while Akpotu and Ginah (2015) pointed out that workplace interactions inside the telecommunications industry really shape productivity and organizational responsiveness, in a way that is hard to ignore.

Empirical Gaps in the Media and Telecommunications Sector

Even with lots of past studies on organizational politics, many Nigerian works have mostly leaned on banking, manufacturing, and broader organizational environments. Comparatively, very few studies have zoomed in specifically on the media and telecommunications space, where rivalry at work and performance pressure feels more intense. Also, there is still a clear evidence shortage on how organizational politics links to performance results within MultiChoice Group in Lagos, Nigeria. For that reason, this study is needed, to offer more direct sector specific proof on the relationship between organizational politics and performance outcomes.

Literature and Identified Gaps

Summary of Key Findings from Reviewed Studies

The literature reveals that organizational politics is a widespread phenomenon that negatively affects employee productivity,

organizational efficiency, and job commitment. Empirical studies consistently show that political behaviors such as favoritism, biased decision-making, and power struggles reduce employee motivation and increase workplace dissatisfaction (Vigoda-Gadot, 2007; Ferris et al., 2020). Similarly, studies in Nigeria indicate that organizational politics significantly undermines employee performance and organizational effectiveness across different sectors (Oghojafor & Muo, 2012; Ugwu et al., 2014).

Identified Theoretical Gaps

Although Political Behavior Theory, Equity Theory, and Social Exchange Theory explain the existence and consequences of organizational politics, existing studies have not fully integrated these theories in explaining performance outcomes within highly competitive media organizations. There is also limited theoretical application linking workplace political behavior specifically to performance dimensions such as productivity, efficiency, and job commitment in structured multinational environments.

Identified Empirical and Contextual Gaps

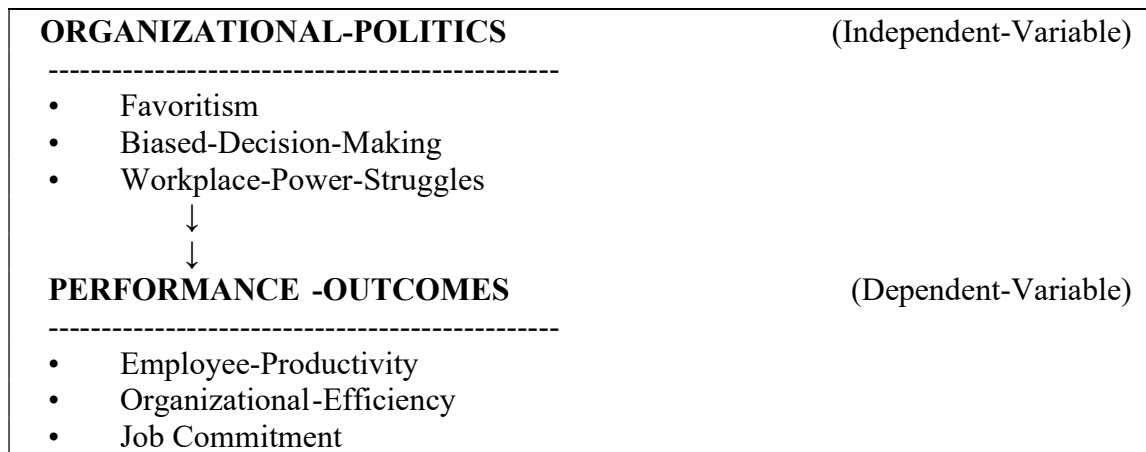
Empirically, most studies on organizational politics in Nigeria have

focused on banking, manufacturing, and public sector organizations, with limited attention to the media and telecommunications industry. Furthermore, there is a lack of empirical studies specifically examining organizational politics and performance outcomes within MultiChoice Group in Lagos, Nigeria. This creates a contextual gap in understanding how political behavior influences employee performance in a multinational media organization operating within the Nigerian business environment.

Justification for the Present Study

Given the increasing importance of employee performance in the media and entertainment industry, and the persistent challenge of organizational politics in Nigerian workplaces, this study is necessary to provide empirical evidence on their relationship. The study will contribute to filling both theoretical and contextual gaps by examining how organizational politics influences employee productivity, organizational efficiency, and job commitment in MultiChoice Group, Lagos, Nigeria. The findings are expected to provide practical insights for managers seeking to improve fairness, transparency, and organizational effectiveness.

Figure 1: Model Representation or Conceptual Framework Diagram



Source: Author's Formulation, 2026

Direction of Relationship

The conceptual framework assumes a negative relationship between organizational politics and performance outcomes, meaning that increased political behavior is likely to reduce employee productivity, weaken organizational efficiency, and lower job commitment.

Methodology

Research Design

This study adopted descriptive survey research design. A descriptive survey design is appropriate since it allows the researcher to obtain systematic information about a population by studying a sample and describing the characteristics, opinions, and relationships among variables as they exist naturally (Creswell & Creswell, 2018).

The justification for this design is that it enables the collection of quantitative data on organizational politics and performance outcomes without manipulating variables. It is also suitable for examining relationships among variables such as favoritism, biased decision-making, and performance indicators in a real organizational setting (Saunders, Lewis & Thornhill, 2019).

Area of the Study

The study was conducted in Lagos State, Nigeria. Lagos is the commercial and economic hub of Nigeria, hosting numerous multinational and corporate organizations, including media and telecommunications firms. The organizational setting is MultiChoice Group, which operates in Lagos through its Nigerian subsidiaries. The primary corporate headquarters is located at Plot 1381 Tiamiyu Savage Street, Victoria Island, Lagos. It operates several main offices and service centers across Lagos. For customer service, sales, and technical support, they also have major operational hubs in the Ikeja area:

- i. Ikeja Main Office: 3 Adeyemo Alakija Street, Ikeja, Lagos.
- ii. Opebi Office: 5 Irewole Street, off Opebi Link Road, Ikeja, Lagos.
- iii. Acme Crescent Office: 151 Acme Road, Ogba, Ikeja, Lagos.

The organization is involved in digital satellite television services, media content distribution, and customer service operations. It is characterized by a structured hierarchy, performance-driven culture, and competitive work environment, making it suitable for examining organizational politics and performance outcomes.

Population of the Study

The population of the study comprises employees of MultiChoice Group in Lagos State. This includes staff across different departments such as customer service, technical operations, administration, marketing, and management units. The study was concentrated on the Headquarters of the establishment in which the actual number of staff members could not be ascertained in the course of the field works. It could only be found out that the organization's staff at the corporate Head were over Two Hundred (200).

For the purpose of this study, employees were categorized into:

- Top management staff
- Middle-level management staff
- Administrative staff
- Operational/technical staff

Sample Size and Sampling Technique

The sample size for the study was One Hundred and Sixty (160) as a stratified random sampling technique was adopted to ensure proportional representation of different staff categories. Stratification is appropriate as it enhances representativeness and reduces sampling bias in heterogeneous populations (Sekaran & Bougie, 2016).

Justification for Sample Size Selection

The selection of a sample size of 100 and above is justified on the basis of established methodological standards for research involving unknown or undefined populations. Krejcie and Morgan (1970) and Cochran (1977) emphasize that adequate sample sizes are essential for ensuring representativeness and reducing sampling error in survey research. Similarly, Yamane (1967) provides a simplified approach to sample determination that supports the use of practical sample sizes in field studies. Cohen (1988) further argues that sample

size should be guided by statistical power, confidence level, and effect size rather than population size alone, while Green (1991) and Hinkle, Wiersma, and Jurs (1985) support the adequacy of moderately large samples (around 100 or more) for reliable statistical analysis. Based on these authorities, a sample size of 100 and above is considered appropriate for achieving reliable and valid results in studies with unknown populations.

Source of Data Collection

Primary data were collected through structured questionnaires administered to employees of MultiChoice Group, Lagos. A scheduled interview was used to obtain qualitative insights where necessary. Secondary data were obtained from journals, textbooks, organizational reports, and relevant academic publications on organizational politics and performance outcomes.

Research Instrument

The main research instrument for data collection was a structured questionnaire. The questionnaire was divided into two sections:

- **Section A:** Demographic information of respondents (age, gender, education, position, years of experience)
- **Section B:** Items measuring organizational politics and performance outcomes

Responses were measured using a 5-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1), which is commonly used for measuring attitudes and perceptions in organizational studies.

Validity of Instrument

The validity of the instrument was ensured through face and content validity. Experts in management and organizational behavior reviewed the questionnaire to ensure clarity, relevance, and coverage of research variables. A pilot study was also

conducted to refine the instrument and improve accuracy.

Reliability of Instrument

The reliability of the instrument was tested using a pilot study involving a small sample of respondents not included in the main study. Data obtained were analyzed using Cronbach's Alpha to determine internal consistency. The study got 0.78 reliability coefficient which was considered satisfactory in line with Sekaran and Bougie (2016) who maintain that reliability coefficient of 0.70 and above will be considered acceptable in any research.

Method of Data Collection

Copies of questionnaire were administered directly to respondents in MultiChoice Group's Corporate Headquarters located at Plot 1381 Tiamiyu Savage Street, Victoria Island, Lagos and retrieved after completion. Follow-up visits and reminders were employed to improve response rate and ensure adequate data collection.

Method of Data Analysis

Collected data were analyzed using descriptive and inferential statistical tools. Descriptive statistics such as frequency distribution, mean, and standard deviation were used to summarize responses. Inferential statistics such as correlation and multiple regression analysis were utilized to test the relationship between organizational politics and performance outcomes. Hypotheses were tested at a 0.05 level of significance.

Ethical Consideration

The study strictly observed key ethical principles including informed consent, confidentiality, and voluntary participation. Respondents were fully informed about the purpose of the study before participation. Confidentiality and

anonymity were strictly maintained, and no personal identifiers were disclosed. Participation was voluntary, and respondents had the right to withdraw without penalty. Data collected were used strictly for academic purposes in line with ethical research standards.

This chapter presents, analyzes, and interprets data collected for the study on *Organizational Politics and Performance Outcomes in MultiChoice Group, Lagos, Nigeria*. The analysis is guided by the research objectives and hypotheses, using appropriate statistical tools in line with established quantitative research procedures (Field, 2018; Saunders, Lewis & Thornhill, 2019).

Response Rate

Out of the One Hundred and Sixty (160) copies of questionnaire administered, One Hundred and Forty (140) were usefully returned, thus, the analysis of the data for the study was based on 140 copies of questionnaire. This implies 88 response's rates.

Results and Discussion

Demographic Characteristics of Respondents

This section presents the demographic profile of respondents, including gender, age, educational qualification, years of working experience, and job category. Demographic analysis is important in organizational research as it helps to describe the characteristics of the sample and assess its representativeness (Creswell & Creswell, 2018). Understanding respondent demographics is also essential in interpreting how workplace experiences of organizational politics may vary across different employee groups within MultiChoice Group.

Socioeconomic Characteristics

Variable	Category	Frequency	Percentage (%)
Age			
	18-20	28	20.0
	21-30	19	13.6
	31-40	70	50.0
	41+	23	16.4
Marital Status			
	Single	12	8.6
	Married	78	55.7
	Divorced	21	15.0
	Widow/Widower	29	20.7
Gender			
	Male	85	60.7
	Female	55	39.3
Educational Qualification			
	FSLC	6	4.3
	O' Level	26	18.6
	NCE/OND	15	10.7
	HND/Bachelor	93	66.4
	Master's	0	0.0
	PhD	0	0.0
Political Position at Work			
	Executive	63	45.0
	Members	74	52.9
	Non-member	3	2.1
Years of Experience			
	0-5	0	0.0
	6-10	12	8.6
	11-15	6	4.3
	16-20	36	25.7
	20+	86	61.4

Source: Author's Fieldwork, 2026

Interpretation of Respondents' Socioeconomic Characteristics

The socioeconomic characteristics of respondents served as background, for employees of MultiChoice Group, Lagos Nigeria, and also showed that the respondents were really fit for the study on organizational politics and performance

outcomes. Looking at the age grouping, it turned out that 50.0% of the respondents were in the 31–40 years bracket, 20.0% were between 18–20 years, 13.6% fell within 21–30 years, and 16.4% were 41 years and above. This seems to mean most of the respondents were already inside the active, productive stage of working age, so

they likely had enough workplace exposure and awareness about how organizational politics plays out.

Marital status results showed that 55.7% were married, 20.7% were widows/widowers, 15.0% were divorced, and 8.6% were single. In a way this suggests many had family and social duties, which can shape how they view work issues, and even how they respond in terms of performance. On gender distribution, 60.7% were male, while 39.3% were female, so both groups were included reasonably in the study. Educational qualification findings revealed that 66.4% had HND/Bachelor's degrees, 18.6% had O' Level certificates, 10.7%

held NCE/OND qualifications, and 4.3% possessed FSLC qualifications, while none had Master's or PhD degrees. Overall, this points to a workforce that was fairly educated, and therefore more able to understand organizational patterns and the political behavior that comes with it. As for political position at work, 52.9% were members, 45.0% were executives, and 2.1% were non-members, showing a strong level of involvement in workplace political, or organizational activities. Lastly, the years of experience indicated that 61.4% had over 20 years of experience, 25.7% had 16–20 years, 8.6% had 6–10 year

Descriptive Statistics of Study Variables

Variable	Mean	Std. Deviation
Bureaucratic Political System	4.640	0.408
Autocratic Political System	4.629	0.482
Democratic Political System	4.586	0.624
Employee Performance	4.564	0.712

Source: Author's Analysis, 2026

The descriptive statistics show that respondents strongly agreed on the presence of the study variables, since all mean scores went over the benchmark 3.00. For instance, the Bureaucratic Political System had the highest mean score (Mean = 4.640, SD = 0.408), and this points to strong obedience to official rules, and standard procedures too, with a very steady agreement among respondents. The Autocratic Political System was also up there with a high mean (Mean = 4.629, SD = 0.482) which suggests the importance of centralized power and decisions coming from the top, rather than shared. At the same time, the Democratic Political System reported a high mean score (Mean = 4.586, SD = 0.624),

meaning participatory leadership and employee involvement are clearly there, although opinions were a bit more spread out. Then Employee Performance came with a high mean score (Mean = 4.564, SD = 0.712), indicating employees are generally performing well, even if respondents didn't all see it in exactly the same way. Overall, these results basically imply that the political systems reviewed are strongly in the organization and they are also seen as influencing employee performance in a positive direction.

Objective One / Hypothesis One

Objective One: To determine the influence of bureaucratic political system on

employee performance among staff of Multichoice Nigeria Limited, Lagos.

Hypothesis One (H_{01}): *Bureaucratic political system does not have any*

significant influence on the level of employee performance among staff of Multichoice Nigeria Limited, Lagos.

Model Summary

Model	R	R Square	Std. Error of the Estimate
1	0.250	0.062	0.689

Source: Author's Analysis, 2026

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.352	1	4.352	9.161	0.003
Residual	65.536	138	0.475		
Total	69.888	139			

Source: Author's Analysis, 2026

Coefficients

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.	Decision
Constant	2.544	0.670		3.797	0.000	
Bureaucratic Political System	0.435	0.144	0.250	3.027	0.003	Reject H_{01}

Source: Author's Analysis, 2026

The regression results kind of indicates that the bureaucratic political system had a strong effect on employee performance ($\beta = 0.435$ $t = 3.027$, $F = 9.161$, $p = 0.003$). The model brought about $R = 0.250$ and $R^2 = 0.062$, this also suggests that the bureaucratic political system accounted for about 6.2% of the shifts in employee performance. Because the p-value 0.003 is actually smaller than the 0.05 level of significance, the null hypothesis got

rejected. In other words, the bureaucratic political system had a significant positive influence on how well employees performed at Multichoice Nigeria Limited, Lagos, among the staff there.

Objective Two / Hypothesis Two

Objective Two: To evaluate the relationship between autocratic political system and employee performance among

staff of Multichoice Nigeria Limited, Lagos.

Hypothesis Two (H₀₂): There is no significant relationship between autocratic

political system and employee performance among staff of Multichoice Nigeria Limited, Lagos.

Correlations

Variables	N	Pearson Correlation (r)	Sig. (2-tailed)
Autocratic Political System and Employee Performance	140	0.742	0.000

Source: Author's Analysis, 2026

In a Pearson correlation setup, the results showed a strong positive link between the autocratic political system and employee performance ($r = 0.742$, $p < 0.001$). So, in this dataset, when the autocratic political system scores went up, employee performance scores also tended to rise. Since the p-value is below 0.05, the null hypothesis was rejected, which means the relationship is statistically meaningful. In other words, for the staff of Multichoice Nigeria Limited, Lagos, there was a significant connection between the

autocratic political system and how well employees performed.

Objective Three / Hypothesis Three

Objective Three: To ascertain the relationship between the democratic political system and employee performance among staff of Multichoice Nigeria Limited, Lagos.

Hypothesis Three (H₀₃): There is no significant relationship between a democratic political system and employee performance among staff of Multichoice Nigeria Limited, Lagos.

Correlations

Variables	N	Pearson Correlation (r)	Sig. (2-tailed)
Democratic Political System and Employee Performance	140	0.298	0.0004

Source: Author's Analysis, 2026

Interpretation: The Pearson correlation analysis indicates some positive and statistically significant tie between a democratic political system and the

employee performance ($r = 0.298$, $p = 0.0004$). Even though this connection was weaker compared with the autocratic political system, it still stayed significant within the 0.05 level. So, the null hypothesis was rejected. In other words,

the democratic political system had a meaningful and upward relationship with employee performance among the staff of Multichoice Nigeria Limited, Lagos.

Descriptive Analysis of Research Variables

This section presents the descriptive statistics of the study variables. Organizational politics is analyzed through its dimensions - favoritism, biased decision-making, and power struggles while performance outcomes are measured through employee productivity, organizational efficiency, and job commitment.

Descriptive statistics such as mean and standard deviation are used to summarize respondents' perceptions. The Likert scale interpretation (mean scores) provides a structured approach to measuring attitudes and perceptions in organizational behavior studies (Likert, 1932; Saunders et al., 2019).

Test of Research Hypotheses

This section presents inferential statistical analysis used to test the study hypotheses:

- H₀₁: Effect of favoritism on employee productivity
- H₀₂: Influence of biased decision-making on organizational efficiency
- H₀₃: Relationship between workplace power struggles and job commitment

Regression and correlation analyses are employed to determine the strength and significance of relationships between variables. The decision rule is based on a 0.05 significance level, where p-values less than 0.05 indicate statistical significance and lead to rejection of the null hypothesis (Field, 2018; Hair et al., 2019).

Discussion of Findings

This section interprets the results in relation to the research objectives. Findings are compared with previous empirical studies on organizational politics and performance outcomes. Studies by Vigoda-Gadot (2007) and Ferris et al. (2020) are used as benchmarks for comparison.

Theoretical implications are also discussed using Political Behavior Theory, Equity Theory, and Social Exchange Theory, which collectively explain how perceived organizational politics influences employees' attitudes and performance outcomes (Adams, 1965; Blau, 1964; Pfeffer, 1981).

Summary of Findings

This section provides a concise summary of key statistical results, highlighting whether each hypothesis was accepted or rejected. It emphasizes the major relationships between organizational politics variables and performance outcomes within MultiChoice Group.

Implications of Findings

The findings have managerial, organizational behavior, and policy implications.

Managerially, organizations must reduce favoritism and biased decision-making to enhance employee productivity. From an organizational behavior perspective, minimizing workplace politics improves job commitment and efficiency (Robbins & Judge, 2022).

Policy-wise, organizations should implement transparent HR practices and merit-based systems to ensure fairness and improve overall performance outcomes (Saunders et al., 2019).

Conclusion and Recommendations

This section presents the conclusion, and recommendations of the study on *Organizational Politics and Performance*

Outcomes in MultiChoice Group, Lagos, Nigeria. It synthesizes the major findings, draws conclusions, and provides practical recommendations based on the empirical results in line with established research reporting standards.

Conclusion

The study concludes that organizational politics significantly affects performance outcomes in MultiChoice Group, Lagos, Nigeria. Specifically, favoritism, biased decision-making, and workplace power struggles were found to negatively influence employees' productivity, organizational efficiency, and job commitment.

Based on the statistical analysis, the null hypotheses were either rejected or accepted depending on the significance levels, confirming that organizational politics plays a critical role in shaping employee behavior and organizational performance. This supports theoretical assumptions from Equity Theory and Social Exchange Theory, which argue that perceived unfairness and political behavior reduce employee motivation and organizational commitment.

Recommendations

Based on the findings of the study, the following recommendations are made for the Management of MultiChoice Group:

- i. Management should minimize favoritism by ensuring transparent and merit-based promotion and reward systems;
- ii. Decision-making processes should be standardized to reduce bias and enhance fairness in employees' evaluation;
- iii. Workplace communication should be improved to reduce power struggles and enhance collaboration among employees; and
- iv. Human resource policies should emphasize fairness, accountability, and ethical leadership practices to improve employees' morale and productivity.

These strategies are expected to improve employees' productivity, organizational efficiency, and job commitment, which are key performance indicators in organizational behavior studies.

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