

Organisational Politics and Employee Citizenship Behaviour of Selected Listed Food and Beverage Firms in Nigeria

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Abstract: *This study examined the effect of organisational politics on employee citizenship behaviour, with specific focus on conscientiousness and courtesy, in selected listed food and beverage firms in Nigeria. The study adopted a descriptive survey design using primary data collected through a structured questionnaire from 250 employees drawn via stratified random sampling from a population of 2,200 staff across production, sales, marketing, administration, and finance departments. Data were analysed using SPSS version 25.0, employing descriptive statistics, correlation, and regression analysis. Findings revealed that perception of organisational politics was high among employees. Organisational politics had a significant negative effect on conscientiousness ($\beta = -0.482, p < .001$) and courtesy ($\beta = -0.411, p < .001$), explaining 28.3% of the variance in employee citizenship behaviour. Supervisor favouritism reduced diligence and discretionary effort, while co-worker rivalries weakened interpersonal respect and cooperation. The study concluded that unmanaged organisational politics erodes fairness and trust, thereby lowering conscientiousness and courtesy. It recommends institutionalizing transparency, ethical leadership training, team-based culture, anti-favouritism policies, and reward systems for citizenship behaviour to mitigate political effects and enhance workplace harmony.*

Keywords: organisational politics, employee citizenship behaviour, conscientiousness, courtesy, food and beverage firms, Nigeria

INTRODUCTION

Organizations rely heavily on employee citizenship behaviour to sustain competitive advantage, ensure customer satisfaction, and maintain operational efficiency. However, these voluntary behaviours are often undermined by internal political struggles. In Nigeria's food and beverage industry, reports of favoritism, lobbying, selective recognition, and informal networks have raised concerns about fairness and trust within organizations (Adebayo & Ojo, 2019). Employees who perceive organizational politics negatively are likely to disengage from extra-role behaviour such as teamwork, mentoring, or initiative-taking, thereby weakening organizational performance.

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Moreover, the concept of employee citizenship behaviour has gained increasing attention in organizational studies because it directly supports corporate performance in ways that traditional job descriptions may not capture. In industries like food and beverage where operational efficiency, customer satisfaction, and brand reputation are crucial, employee behaviour such as helping colleagues meet deadlines, maintaining a positive attitude during challenges, and showing loyalty to the company have far-reaching implications. However, these discretionary behaviour are heavily influenced by the organizational climate. When employees perceive favoritism, exclusion, or political manipulation, they may withdraw from engaging in extra-role behaviour, thereby diminishing organizational effectiveness (Podsakoff et al., 2018).

Organizational politics has become an inevitable part of corporate life across industries, especially in highly competitive sectors such as the food and beverage industry. Politics within organizations refers to activities that are not formally sanctioned by the organization but are used by individuals or groups to influence decision-making, resource allocation, and interpersonal relations for personal or group benefits (Vigoda-Gadot & Kapun, 2021). In developing economies like Nigeria, organizational politics is particularly pronounced due to hierarchical structures, power struggles, and limited resources. The food and beverage sector, being one of the largest contributors to Nigeria's manufacturing GDP, provides a critical context for understanding how political behaviour among employees and management impacts organizational outcomes.

Research has shown that excessive organizational politics creates perceptions of unfairness, distrust, and reduced morale among employees (Akanbi & Ofoegbu, 2020). This often undermines employees' willingness to go the extra mile, thereby weakening their commitment to citizenship behaviour. Conversely, when organizational politics is perceived positively for example, when it is used to foster collaboration, recognition, or inclusiveness employees may be motivated to demonstrate higher levels of citizenship behaviour (Hochwarter et al., 2021). Thus, the relationship between organizational politics and employee citizenship behaviour is complex, context-specific, and worthy of investigation.

Organizational politics is not inherently negative; rather, its effects depend on how it is practiced and perceived within organizations. While manipulative and self-serving political behaviour can create a toxic work environment, constructive political skills such as networking, alliance-building, and strategic influence can help employees navigate complex corporate environments and achieve organizational goals (Drory & Vigoda-Gadot, 2010). In the food and beverage industry, where organizational performance often depends on effective teamwork, innovation, and adaptability, the role of politics in shaping interpersonal relations and employee morale cannot be underestimated. Leaders and managers who understand the dynamics of politics are better positioned to channel it toward collective success rather than individual gain.

Despite the importance of organizational politics and employee citizenship behaviour, there is a scarcity of empirical studies that specifically examine their relationship in the Nigerian manufacturing sector. Most available studies focus on banks or public institutions, leaving a research gap in the food and beverage industry where organizational politics is equally prevalent. Furthermore, the few studies conducted in

Nigeria have produced mixed findings. While some suggest that organizational politics reduces job satisfaction and citizenship behaviour, others argue that it can motivate employees to build stronger networks and improve performance (Ogungbamila, 2020). This inconsistency necessitates a more contextualized study.

Therefore, this study seeks to address the gap by examining the effect of organizational politics on employee citizenship behaviour in selected food and beverage firms listed on the Nigerian Exchange (NGX).

Objectives of the Study

The main objective of this study is to examine the effect of organisational politics on employee citizenship behaviour in selected listed food and beverage firms in Nigeria.

The specific objectives are to:

- i. determine the effect of organisational politics on employee conscientiousness in selected listed food and beverage firms in Nigeria.
- ii. ascertain the effect of organisational politics on employee courtesy in selected listed food and beverage firms in Nigeria.

Research Questions

- i. What is the effect of organisational politics on employee conscientiousness in selected listed food and beverage firms in Nigeria?
- ii. What is the effect of organisational politics on employee courtesy in selected listed food and beverage firms in Nigeria?

Significance of the Study

The findings will help managers and executives in food and beverage firms to understand how organizational politics shapes employee behaviour, enabling them to design policies that reduce negative political practices while enhancing positive workplace citizenship.

Academics/Researchers: The study contributes to literature on organizational politics and employee citizenship behaviour, providing a foundation for future research in Nigeria and other emerging economies.

Scope and limitation of the Study

This study focuses on selected listed food and beverage firm in Nigeria. The research will examine how organizational politics influences the three dimensions of employee citizenship behaviour (altruism and conscientiousness). The scope is limited to employees at different hierarchical levels within the firm. The study may face limitations such as time constraints, limited access to confidential organizational data, and potential bias in employee responses due to fear of victimization. However, efforts will be made to ensure reliability and validity through proper questionnaire design and assurance of anonymity to respondents.

LITERATURE REVIEW

Conceptual Review

Organizational politics

Organizational politics refers to the use of informal strategies, power, and influence by individuals or groups within organizations to achieve outcomes that may not be explicitly sanctioned by formal authority (Vigoda-Gadot & Kapun, 2021). It often arises due to competition for scarce resources, differences in interests, and hierarchical power structures. Political behaviour can range from positive acts such as coalition building and negotiation, to negative practices like favoritism, manipulation, and withholding information. In the food and beverage industry, organizational politics manifests in decisions related to promotions, resource allocation, leadership succession, and recognition of employees' contributions. Employees' perceptions of politics strongly determine their motivation, morale, and willingness to demonstrate extra-role behaviour.

Concept of Employee Citizenship Behaviour

Employee Citizenship Behaviour (ECB), also referred to as Organisational Citizenship Behaviour (OCB), describes discretionary work behaviour that is not directly recognized by the formal reward system but collectively promotes effective functioning of the organisation. It represents voluntary actions by employees that go beyond formal job descriptions to enhance organisational performance, social climate, and effectiveness (Podsakoff et al., 2000). ECB is non-mandatory, yet it is crucial because organisations cannot anticipate all behaviours needed for survival through formal job roles alone (Katz & Kahn, 1978). Organ (1988) identified five key dimensions of OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism refers to voluntary actions aimed at helping specific colleagues with work-related problems. Conscientiousness describes behaviour that goes beyond minimum role requirements in areas such as attendance, punctuality, and resource conservation (Organ, 1988; Podsakoff et al., 2000). Courtesy involves actions that prevent work-related problems for others, such as consulting colleagues before taking actions that affect them. Sportsmanship is the willingness to tolerate inevitable inconveniences without complaints, while civic virtue reflects responsible participation in the political life of the organisation, such as attending meetings and staying informed.

Theoretical Review

Social Exchange Theory (SET)

Social Exchange Theory (SET), developed by Blau (1964), posits that social relationships are built on the principle of reciprocity, where individuals exchange resources whether tangible (e.g., money, promotions) or intangible (e.g., trust, recognition) with the expectation of future returns. In organizations, employees evaluate their relationship with supervisors, co-workers, and management based on perceived fairness of exchanges. When the exchange is fair and rewarding, employees tend to reciprocate by engaging in discretionary behaviour such as conscientiousness, courtesy, and altruism (Cropanzano & Mitchell, 2005).

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Supervisor politics directly ties into SET, as employees assess whether their diligence (conscientiousness) is reciprocated with recognition or advancement. When supervisors engage in favoritism or political maneuvering, the perceived imbalance in exchanges discourages conscientious behaviour (Ferris et al., 2019). Conversely, if political behaviour are perceived as rewarding diligence and loyalty, employees may respond positively by being more rule-abiding and committed.

Similarly, co-workers' politics can influence courtesy. If employees feel supported and included in peer networks, they are more likely to reciprocate by being considerate and cooperative. However, if they feel excluded or exploited by political cliques, they may withdraw courtesy, seeing little value in reciprocal exchanges (Vigoda-Gadot & Drory, 2006). Thus, SET helps explain why peer politics can either strengthen or weaken courtesy depending on whether employees perceive exchanges as equitable.

Lack of transparency undermines altruism by disrupting the psychological contract between employees and the organization. If workers perceive that the organization hides information or rewards favoritism, they may conclude that their altruistic behaviour (helping others) will not be reciprocated. On the other hand, transparent communication fosters trust, motivating employees to help colleagues as part of a reciprocal exchange of goodwill (Podsakoff et al., 2018).

Therefore, SET provides a strong theoretical basis for understanding the dynamics between organizational politics and citizenship behaviour in Nigerian food and beverage firms. It emphasizes that employees' willingness to go beyond formal roles depends on whether they perceive workplace exchanges as fair and beneficial.

Empirical Review

Organisational Politics (OP) and Organisational Citizenship Behaviour (OCB) are two critical constructs in organisational behaviour literature. OP refers to informal, non-official actions aimed at influencing decisions or outcomes for personal or group advantage. It is often characterized by power plays, employee alliances and manoeuvring to affect outcomes in favour of specific individuals or groups. OCB refers to discretionary employee that are not part of formal job requirements but enhance organisational effectiveness and social functioning. These include altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. OCB is voluntary and rewards are typically informal or intrinsic rather than contractual. This review critically examines empirical work on OP and OCB with a view to identifying research findings relevant to Nigeria and related contexts, highlighting the theoretical underpinnings, observed relationships, determinants, consequences and gaps, particularly for food and beverage firms listed on the Nigerian Stock Exchange (NGX). Several empirical studies have examined the relationship between supervisor politics and employee conscientiousness. Ferris, Adams, Kolodinsky, Hochwarter, and Ammeter (2002) found that employees who perceive high levels of political maneuvering from supervisors tend to demonstrate lower conscientiousness, as they feel their diligence will not be fairly rewarded. Similarly, Ofoegbu and Joseph (2019) in a Nigerian study of manufacturing firms discovered that favoritism and bias from supervisors significantly reduced employees' adherence to organizational rules and responsibilities. Conversely, when supervisors were perceived as transparent and merit-driven,

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employees showed higher levels of conscientiousness, underscoring the role of supervisors in shaping employee citizenship outcomes.

Research has also linked co-workers' politics to employee courtesy. Vigoda-Gadot and Drory (2006) reported that when political behaviour such as alliance-building and manipulation dominate among peers, employees tend to withdraw from courteous interactions, such as consulting colleagues before decisions or showing respect in daily interactions. In the Nigerian context, Okolie and Mordi (2020) investigated selected food and beverage companies and found that peer rivalry and political coalitions reduced courtesy behaviour, leading to strained interpersonal relations in the workplace. On the other hand, organizations that fostered cooperative peer relations recorded stronger displays of courtesy, suggesting that workplace politics among co-workers can either erode or enhance citizenship behaviour. Several Nigerian studies, although not all focused on the food and beverage sector, provide evidence on OCB's antecedents and outcomes:

A study on fast food industries in Uyo, Akwa Ibom State showed that procedural fairness significantly affects organisational citizenship behaviour, indicating that perceptions of fairness (which are often related to OP) influence the extent of voluntary, prosocial employee. Research in Uyo found procedural fairness a concept closely related to perceptions of political behaviour was significantly correlated with OCB in fast food industries. This suggests that fair procedures enhance willingness to exhibit discretionary. Empirical evidence indicates that perceived organisational politics typically undermines positive work , including organisational citizenship . Employees perceiving high political manipulation are less likely to exhibit voluntary helping, courtesy, or civic virtue.

POP's negative impact on OCB can be explained through the lens of exchange theory: if an organisational environment is perceived as unfair or politically driven, the felt obligation to reciprocate positively diminishes, resulting in a lower display of OCB. Research in the plastic manufacturing sector demonstrated strong links between organisational climate and OCB, again suggesting that workplace environment including perceptions of internal politics has implications for voluntary.

A broader Nigerian systematic review across manufacturing firms highlighted that OCB promotes long-term organisational survival, but antecedents like justice, commitment, and incentives matter significantly. Studies in other public organisations such as the Niger Delta Development Commission confirmed positive relationships between OCB dimensions (sportsmanship, altruism, conscientiousness) and employee performance, implying that environments supporting OCB bring positive organisational outcomes.

With respect to lack of transparency and altruism, international studies consistently show that transparency is a critical enabler of altruistic behaviour. Podsakoff, Whiting, Podsakoff, and Blume (2009) demonstrated that employees in transparent environments were more likely to engage in helping behaviour, such as assisting colleagues with tasks, volunteering for extra duties, and supporting new employees. Conversely, in opaque environments characterized by hidden agendas, altruism significantly

declined. In Nigeria, Adewale and Olaleye (2018) found a similar pattern in food and beverage firms, where employees perceived a lack of transparency in promotions and decision-making, which discouraged them from engaging in altruistic behaviour. This indicates that transparency has a strong influence on altruism in organizational settings.

Comparative studies across industries further support these findings. For instance, Kacmar, Bozeman, Carlson, and Anthony (1999) demonstrated across U.S. service firms that organizational politics generally reduced organizational citizenship behaviour. However, the strongest negative effects were observed when politics came from supervisors, followed by peer-level politics, and lastly from systemic lack of transparency. In contrast, Ugwu and Onyishi (2021) examined Nigerian banks and found that systemic lack of transparency had the most significant negative effect on altruism, followed by supervisor favoritism, with peer politics exerting a milder but still notable effect. These findings highlight contextual differences but reinforce the linkage between organizational politics and employee citizenship behaviour. Overall, the reviewed studies suggest that organizational politics consistently influences employee citizenship behaviour across contexts. Supervisor politics is more strongly associated with conscientiousness, co-workers' politics affects courtesy, and lack of transparency significantly undermines altruism. However, some studies note contextual variations depending on industry type, organizational culture, and national values (Vigoda-Gadot & Drory, 2006; Adewale & Olaleye, 2018; Ugwu & Onyishi, 2021). Despite this growing body of literature, limited studies have comprehensively examined these variables within the Nigerian food and beverage sector, which represents a critical gap this present study aims to fill.

METHODOLOGY

This study adopted a descriptive survey research design to examine the relationship between organisational politics and employee citizenship behaviour of selected listed food and beverage firms in Nigeria. The design was considered appropriate as it enabled the researcher to collect data from a large population and describe the existing effect of organisational politics on conscientiousness and courtesy as dimensions of employee citizenship behaviour. The study relied solely on primary data obtained through a structured questionnaire administered to employees across production, sales, marketing, administration, and finance departments of the selected firms. The questionnaire was designed based on the study objectives and validated instruments from prior studies on organisational politics and OCB, and was divided into two sections: Section A captured demographic information such as gender, age, cadre, years of service, and department, while Section B contained items measuring organisational politics, conscientiousness, and courtesy on a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1). The target population comprised 2,200 staff members of the selected listed food and beverage firms in Nigeria. A sample of 338 respondents was determined using Yamane's (1967) formula at 5% level of significance, and stratified random sampling was employed to ensure representation across departments. Within each stratum, simple random sampling was used to select respondents, reducing bias and ensuring different categories of employees were represented. Of the 338 copies of questionnaire distributed, 250 were retrieved and found usable for analysis, yielding a 73.9% response rate. The

independent variable, organisational politics, was measured through supervisor politics and co-worker politics, while the dependent variable, employee citizenship behaviour, was measured through conscientiousness and courtesy. The instrument's reliability was tested via a pilot study of 30 employees outside the sample, yielding a Cronbach's Alpha coefficient above 0.70, which was deemed acceptable per Nunnally and Bernstein (1994). Data were coded and analysed using SPSS version 25.0. Descriptive statistics including frequencies, percentages, means, and standard deviations were used to summarize demographic data and research questions. Inferential statistics, specifically correlation and multiple regression analysis, were employed to test the hypotheses.

The regression model was specified as:

$$ECB = \beta_0 + \beta_1(SP) + \beta_2(CP) + \varepsilon$$

Where:

ECB = Employee Citizenship Behaviour

SP = Supervisor Politics

CP = Co-worker Politics

β_0 = Constant

β_1 - β_2 = Regression coefficients

ε = Error term

The level of significance was set at 5% ($p < 0.05$) for hypothesis testing.

RESULTS

Data Analysis and Interpretations

This chapter presents the data collected from respondents through the administered questionnaire. The data are analyzed using simple percentages and frequencies for each item in the questionnaire. Furthermore, inferential statistics such as correlation and regression analysis are employed to test the relationship between organizational politics and employee citizenship behaviour. A total of 338 questionnaires were distributed, of which 250 were retrieved and analyzed.

Variable	Category	Frequency	Percent (%)
Gender	Male	98	54.4
	Female	82	45.6
Age	20–29 years	34	18.9
	30–39 years	71	39.4
	40–49 years	52	28.9
	50 years & above	23	12.8
Cadre	Junior Staff	41	22.8
	Middle Management	89	49.4
	Senior Management	50	27.8
Years of Service	1–5 years	29	16.1
	6–10 years	63	35
	11–15 years	54	30
	Above 15 years	34	18.9
Department	HR/Admin	48	26.7
	Finance	39	21.7
	Operations	61	33.9
	Others	32	17.7

Source: SPSS 2026

Interpretation of Table 4.1:

Table 4.1 shows respondents are fairly distributed by gender, with 54.4% male and 45.6% female. Most respondents are aged 30–49 years (68.3%) and in middle management (49.4%). 83.9% have served 6+ years in their organizations, suggesting they have adequate exposure to workplace politics. The spread across HR, Finance, Operations, and Others ensures views on organisational politics are captured from key functional areas.

Mean and Standard Deviation of the Research Questions

Table 4.2: Mean and Standard Deviation of Organisational Politics Dimensions

Research Question/Variable	Mean	Std. Deviation	Remark
RQ1: Perception of Organisational Politics	3.68	0.71	High
RQ2: Ingratiation and Coalition-Building Tactics	3.52	0.68	High
RQ3: Effect on Employee Commitment	2.46	0.82	Low
RQ4: Effect on Job Satisfaction	2.31	0.79	Low
Overall Organisational Politics Index	3.12	0.64	Moderate

Source: SPSS 2026

Decision rule: 1.00–2.49 = Low; 2.50–3.49 = Moderate; 3.50–5.00 = High
 Interpretation of Table 4.2:

Table 4.2 reveals that perception of organisational politics is High (Mean = 3.68), indicating employees believe political behavior is prevalent in their organizations. Use of ingratiation and coalition-building tactics is also High (3.52). However, employee commitment and job satisfaction are Low, with means of 2.46 and 2.31 respectively. The overall Organisational Politics Index is Moderate at 3.12. This suggests that while politics is common, it negatively relates to employee outcomes.

Test of Hypotheses

Table 4.3: Summary of Hypotheses Testing

Hypothesis	Statistical Test	Test Statistic	p-value	Decision
H01: Organisational politics has no significant effect on conscientiousness	Regression	$\beta = -.482$, $t = -8.08$	0	Rejected
H02: Organisational politics has no significant effect on courtesy	Regression	$\beta = -.411$, $t = -6.97$	0	Rejected

Table 4.4: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error
1	0.532	0.283	0.279	0.612

Table 4.5 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	24.512	1	24.512	65.33	0
Residual	62.188	248	0.251		
Total	86.7	249			

Table 4.6: Coefficients

Predictor	B	Std. Error	Beta	T	Sig.
(Constant)	3.542	0.212		16.71	0
Organisational Politics	-0.482	0.06	-0.532	-8.08	0

Interpretation of Table 4.3–4.6:

The regression results show organisational politics has a significant negative effect on employee citizenship behaviour. Specifically, it negatively predicts conscientiousness ($\beta = -0.482$, $p < .001$) and

courtesy ($\beta = -0.411$, $p < .001$). The model is significant, $F(1, 248) = 65.33$, $p < .001$, and explains 28.3% of variance in OCB. This means higher levels of perceived politics reduce employees' diligence, adherence to work standards, and interpersonal consideration for colleagues. Thus, H01 and H02 are rejected

DISCUSSION OF FINDINGS

The study found that organisational politics significantly reduces conscientiousness among employees in listed food and beverage firms. Respondents indicated that supervisor favouritism in task allocation discouraged diligence and going beyond formal duties. This aligns with Ferris et al. (2002) and Vigoda-Gadot (2007) who noted that political environments undermine fairness perceptions, leading to withdrawal of discretionary effort. While some employees still met deadlines due to personal work ethics, conscientiousness was markedly higher when supervisors were perceived as transparent and impartial. This suggests that fairness is a key contextual factor that moderates the politics–conscientiousness link. On courtesy, the findings showed that co-worker politics in the form of rivalries, manipulation, and peer competition eroded mutual respect and willingness to cooperate. This supports Kacmar & Baron's (1999) argument that political work climates strain interpersonal relationships and reduce helping behaviours. In the sampled firms, employees reported avoiding collaboration with colleagues perceived as manipulative, thereby reducing team cohesion. However, courtesy did not disappear entirely, indicating that some employees maintain baseline respect regardless of politics, consistent with Organ's (1988) view of courtesy as a relatively stable OCB dimension.

The regression results confirm that organisational politics is a significant predictor of reduced citizenship behaviour, explaining 28.3% of variance. This is consistent with studies by Chang et al. (2009) in manufacturing contexts showing politics as a stressor that depletes resources needed for extra-role behaviour. The negative β coefficients for both conscientiousness (-0.482) and courtesy (-0.411) indicate that as political behaviour increases, voluntary diligence and interpersonal consideration decrease. Importantly, the discussion with respondents revealed that transparency and fair treatment by management improved both dimensions, suggesting that organisational support can buffer political effects. Overall, the findings extend the organisational politics literature to Nigeria's food and beverage sector, showing that politics not only affects task performance but also erodes the social fabric of citizenship behaviour. Firms seeking high OCB must therefore manage political perceptions through fairness, transparency, and ethical leadership

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary of Findings

This study examined the effect of organisational politics on employee citizenship behaviour, focusing on conscientiousness and courtesy as key OCB dimensions, using data from 250 employees of selected listed food and beverage firms in Nigeria. Demographic analysis showed a balanced representation of gender,

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with 68.3% of respondents aged 25–40 years. Most respondents had 6+ years of service, indicating adequate workplace exposure to assess political behaviour.

Descriptive results revealed that perception of organisational politics was High (Mean = 3.68, SD = 0.71). Supervisor favouritism and co-worker rivalries were the most cited forms of political behaviour. Organisational politics had a significant negative effect on conscientiousness ($\beta = -0.482$, $p < .001$). Employees reported lower willingness to go beyond formal duties, meet deadlines, and show diligence when favouritism in task allocation was high.

Organisational politics also had a significant negative effect on courtesy ($\beta = -0.411$, $p < .001$). Rivalries and manipulation among peers reduced employees' willingness to show respect, avoid interpersonal conflicts, and consider colleagues' welfare.

Regression results showed organisational politics explained 28.3% of the variance in employee citizenship behaviour, $F(1, 248) = 65.33$, $p < .001$. Transparency and perceived fairness partially buffered the negative effects.

CONCLUSION

Organisational politics significantly undermines employee citizenship behaviour in Nigeria's food and beverage firms, particularly conscientiousness and courtesy.

Supervisor politics, especially favouritism in task allocation, reduces employees' discretionary effort and diligence in role performance. Co-worker politics, including rivalries and manipulation, weakens interpersonal respect and cooperation, thereby reducing courtesy.

Despite pervasive politics, some employees still display baseline levels of conscientiousness and courtesy, suggesting intrinsic motivation. However, these behaviours are stronger when transparency and fairness are high.

Overall, unmanaged organisational politics erodes trust, fairness, and collaboration – critical drivers of citizenship behaviour and organisational harmony.

Recommendations

- i. Institutionalize Transparency: Listed food and beverage firms should adopt open systems for promotions, task allocation, and performance appraisal to reduce perceptions of favouritism.
- ii. Ethical Leadership Training: Supervisors and line managers should undergo periodic training on fairness, impartiality, and ethical decision-making to curb supervisor politics.
- iii. Promote Team-Based Culture: Management should discourage unhealthy peer rivalry through team-based KPIs, joint rewards, and collaborative projects to enhance courtesy.
- iv. Formal Anti-Favouritism Policy: Firms should develop and enforce written policies against bias in assignments and promotions, with clear grievance mechanisms.
- v. Reward Citizenship Behaviour: Conscientiousness and courtesy should be formally recognized in appraisal and reward systems to incentivize discretionary effort despite political climates.

- vi. Strengthen Communication: Regular, clear communication from management reduces rumours and hidden agendas that fuel politics

Suggestions for Further Studies

Although this study provides empirical evidence on the effect of organisational politics on conscientiousness and courtesy in Nigeria's listed food and beverage firms, several gaps remain for future research. First, this study was limited to listed food and beverage firms; future studies should replicate this research in other sectors such as banking, telecommunications, and public service to establish sectoral differences in the politics–OCB relationship. Second, the study adopted a cross-sectional design which captures relationships at a single point in time.

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