

ORGANIZATIONAL POLITICS AND EMPLOYEE'S JOB SATISFACTION IN THE HEALTH SECTOR OF RIVERS STATE

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ABSTRACT

The study investigated the relationship between organizational politics and employee's job satisfaction in health sector of Rivers State. The study utilized cross sectional research design. A sample size of 274 was determined using the Krejcie and Morgan (1970) table. Data for the study were collected through questionnaire. 274 copies of questionnaire were distributed and 245 copies were retrieved. Preliminary analyses were performed to ensure violation of assumptions of normality, linearity and homogeneity which enables us analyzed the data using spearman's rank order correlation coefficient statistic with the aid of Statistical Package for Social Science (SPSS). The findings revealed a significant association between organizational politics and employee's job satisfaction and concluded that organizational politics affects employee's job satisfaction in the health sector of Rivers State. The study therefore recommended that, Management in health sector of Rivers State should actively focus on positive political behaviour that will fuel workers' job satisfaction and they should ensure proper pay structure including pay performance and other bonuses that will lead to employee job satisfaction. Finally, the findings of this study could assist the health sector in the area of organizational politics that would promote employee job satisfaction.

INTRODUCTION

Nowadays, the health sector needs experienced and skilled employees because of improvement in medical technological system. Job satisfaction is identified as a vital measure that will fuel good patient care delivery and advancement programs in the Rivers State health sector. Low job satisfaction leads to increased staff turnover and absenteeism, which will go a long way to affect the efficiency and effectiveness of the health service. The expectation of employees in the health sector is to render quality patient care while performing their task in a very stressed and complex environment so as to save life.

According to Rad and Morcies (2009), employee job satisfaction is an attitude that employee have about their workplace where they carry out their jobs. Job satisfaction is the strong predictors of worker's decision to stay or to leave a job and the predictors of total well being. Spector (1985) identified nine items that will successfully sample the area of job satisfaction such as; satisfaction with pay, promotional opportunities, fringe benefits, contingent rewards, supervision, co-worker, nature of work, communication and work condition.

According to Celik (2011), job satisfaction is the general expression of worker's positive attitudes built up towards their job and its nature. Job satisfaction means delightful sentiment because of the advancement of worker's job or job familiarity (Gull and Zaidi, 2012). Job satisfaction is not a self-satisfaction, happiness, or self-contentment but it refers to an individual's feelings of satisfaction on the job, which display and present a motivation to work.

Employees' perceptions show the level the job provides those necessary and vital things like fringe benefits, good working condition, promotion, and coworkers. In an organization, employees behave based on their perception about reality and the political activities in the organization. According to Robbins, Judge and sanghi (2008), perception is a process through which individuals manage and know their sensory impression in order to give meaning to their environment. The politics perceived by employee in the organization have a greater impact on the general outcome and employment satisfaction. Politics is inevitable because it is an unofficial (hook and cook) means of achieving personal interest and power.

Dubrin (cited in Gull and Zaidi, 2012) that organizational politics is the unofficial development for acquiring power. Organizational politics is a medium that allows individual to attain stated goals without going through appropriate way. Organizational politics symbolizes bad behaviour of employees towards their workplace solely for their self-interest. Individual's attitudes and behaviours are determined by their perceptions. In organization, political behaviour is measures by employee's observations on activities that are political. In the 1990s, Ferris and Kacmar (1992) suggested that perceptions of politics are vital instrument to measure general political behaviour and workplace environment. Perception of organizational politics is the employee's impressions and attributes towards political activities such lack of valued resource, non-availability of guidelines in the organization.

Kacmar and Carlson (1997) identified dimensions of organizational politics such as general political behaviour, go along to get ahead and pay and promotion policies.

Akanbi and Ofoegbu (2013) revealed that a strong relationship exists between promotion policy and employee's job satisfaction and they also recommended that worker ought to react tactically to overall political activities to increase their job satisfaction. Vigoda (2000) unearth a negative relationship between perception of organizational politics and job satisfaction and job organizational commitment. Different studies have been carried out to test the degree to which organizational politics related to employee's job satisfaction in so many organizations and sectors but the health sector in Rivers State have not been studied. On that note, the researcher is interested in investigating the degree in which organizational politics relate to employee's job satisfaction in the health sector of Rivers State.

Statement of the Problem

Job satisfaction is a crucial part of ensuring quality and effective service delivery, as dissatisfied workers are likely to provide ineffective and inefficient services to patients. Healthcare workers in many instances have lamented over their low job satisfaction and the high rate of political activities carried in the sector. The manifestations of the problems are:

Salary (pay) disparity between medical doctors and other healthcare employees is the manifestation of the challenges facing health sector of Rivers State and Nigeria in general. The medical doctors have the Medical System Scales/Medical System Upper Scales (MSS/MSS) while other healthcare workers have Health Salary Structure (HSS). The ongoing disagreement between medical doctors and other healthcare workers evolved as a result of difference in salary between both parties and appointment of medical directors. The medical doctors are also lamenting that their workload is more than their salary; therefore government should increase their salary. Iwarimiejaja (1998) supported that the difference in salaries between medical doctors, pharmacists, nurses and laboratory scientists engendered crisis in the health sector.

Unequal promotional opportunities, healthcare workers especially those in the primary health sector advocated bitterly about the politics in promotion processes. The above agitation has generated problems, strike actions, lateness, absenteeism, ineffective services delivery and paying much attention to carry out task in the private hospital are the manifestations of problem. Nawaraj and Khadka (2012) noted that dissatisfied health professionals provide inefficient service.

Again, employees posted to health centres across the 23 Local Government Areas of Rivers State have advocated delay in payment of salaries with the issue of transfer to Rivers State Hospital Management Board but not Local Government Councils where the health centres are located.

Based on these facts, the researcher seeks to address the above mentioned problems by investigating the relationship (if any) between organizational politics and employee's job satisfaction in the health sector of Rivers State.

Research Hypotheses

To answer the research questions stated above the following null hypotheses were mapped out for the study;

HO₁: There is no significant relationship between general political behaviour and pay in the health sector of Rivers State.

HO₂: There is no significant relationship between general political behaviour and promotional opportunities in the health sector of Rivers State.

HO₃: There is no significant relationship between promotion policies and pay in the Health sector of Rivers State.

HO₄: There is no significant relationship between promotion policies and promotional opportunities in the Health sector of Rivers State.

HO₅: Organizational structure does not significantly moderate the relationship between organizational politics and employee's job satisfaction in the Health sector of Rivers State.

LITERATURE REVIEW

Theoretical/ Conceptual Framework

The perception of organizational politics theory developed by Ferris and Kacmar in 1989; the theory is on worker's feelings about political events in the workplace. According to Anuradha (2012), perceptions of organizational politics are subjective interpretation of how workplace is consisted by people who involve in political behaviours or policies that promote such behaviours. In the same vein, Goodman, Evans and Carson (2011) politics perceptions have been revealed to have detrimental influence on employee product such as absenteeism, anxiety and low job satisfaction. To them, the perception of an individual influences his/her satisfaction.

The equity theory by Stacy Adams in 1963; the equity theory center on employees' perceptions on fair and equal treatment in terms of general work conditions compared to other organizations. According to Jones and George (2003) equity theory is a theory of motivation that mainly concentrates on employee's perceptions of the fairness of workers work outcomes relative to, or in proportion to their work inputs. Dessler (cited in Luddy, 2005) opined that equity theory proposes that individuals have a strong want to maintain stability between what they see their inputs or contributions to be connected to predictable rewards. Robbins, Coulter and Langton (2001) noted that equity theory focuses on distributive and procedural justice. Distributive justice means the identified equity of the amount, rewards and allocation of rewards among employees. The theory states that if people identified a difference in the rewards they received and their efforts, they would be pushed to reduce their performance. Faulk (2002) equity theory suggests that workers are interested in maintaining equal treatment in their relationships with organizations. Fairness and justice is determined by comparison based on the rate of employee's outputs and inputs. To Faulk

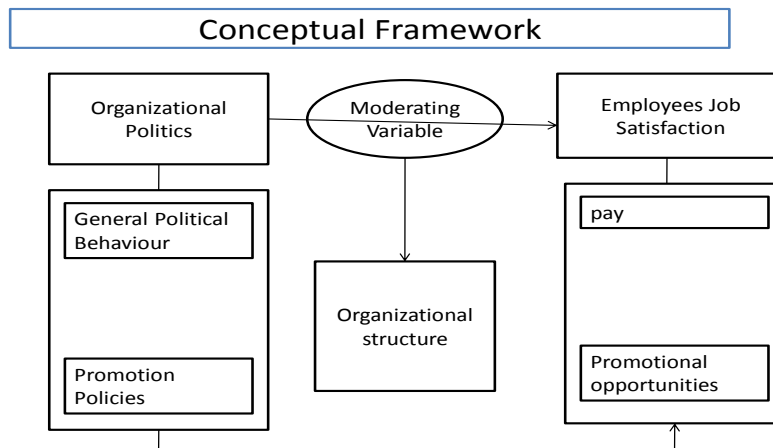
(2002) outputs are pay, benefits, recognition and time off while inputs are employees experience and employees' effort.

Empirical Review

Organizational politics exist in all organization and have strong effect on diverse organizational process, structure and procedures. Dubrin (cited in Olorunleke, 2015) described organizational politics as improper approaches of achieving supremacy through unmerited channels. Employees practice politics in different ways such as manipulating existing culture and promotion policies which are made to attain individual goals and adoption of a particular behaviour for personal objectives. Political activities largely impact on employees' job satisfaction because it stimulate and fuel negative reactions. When employees perceive politics in how salary increase and payment are allocated to workers, their feeling about work environment will change dramatically. Politics in salary decision and promotion policies will reduce the level of employee satisfaction. Witt, Andrews and Kacmar (cited in Muhammad, Rizwan and Mudassar, 2009) maintained that employee react negatively if it is seen that pay system based on political decision. Aino and Sini (2009) revealed more that when politics is involved in salary decision-making, the less employee satisfaction and effectiveness of the organizational system.

Mossammod and Nurul (2011) noted contentment and competent employee are vital to the achievement of a corporate goal. According to Jitendra and Mini (2013) Employee job satisfaction is a set of positive feeling of an employee about the condition of job. Spector (Cited in Jitendra and Mini, 2013) noted that employee job satisfaction is how employees feel about their jobs and diverse aspects of their jobs pay system, salary structure and one of the factor opportunities for promotion are used to ascertain the level of satisfaction an employee can achieve. General political behaviour and promotion policies positively or irrelatively associate with job satisfaction. In the same vein, Muhammad, Rizwan and Mudassar (2009) unearth that perception of organizational politics negatively related to employee job satisfaction. Witt, Andrews and Kacmar (cited in Muhammad, Rizwan and Mudassar, 2009) revealed a negative association between promotion policies made based on politics and promotional opportunities.

Conceptual Framework



Concept of Organizational Politics

According to Drory and Romm (cited in Aronow, 2004), the concept 'organizational politics' came into organizational behaviour literature in 1983 by Robbins, Hellrigel, Solcum and Woodman. 'Organizational politics' does not have a unified definition. Valle and Witt (2001) defined organizational politics as actions that are inconsistent and conflicting with established organizational norms which are planned to encourage personal interest, and are taken without regard for organizational goals. Organizational politics means the activities that allow employees to attain goals without passing through formal channels. Organizational politics could be described as attaining power through unofficial channels. In the same vein, Gull and Zaidi (2012) explained organizational politics as the process of attaining power to control others through diverse ways except merit or fortune. The utilization of political strategy and political activities such as non-availability of rules, manipulations and decision based on incomplete information in organizations are inevitable and widespread. Employees in today's organizations can recount political activities that they engaged in.

Employees perceive organizational politics in a different way as a result of the effect of politics on them. While the workforce identifies organizational politics as negative, those that do not gain from political activities. According to Cacciattolo (2015) organizational politics should not be power manipulation and hidden agendas. That is to say, organizational politics can be done in a way that will improve trust and foster organizational positive change and adaptation to the work environment. An open political process in an organization enables employees to become determined towards learning ideas. At the group level, organizational politics fuel harmony and innovation among workers working together. Political games encourage grapevine and informal groups that stand as whistle blowers, it is used to correct inefficient, unethical behaviour and provide insight information about management. As indicated by Cacciattolo (2014), political conduct is actually connected with struggle and frequently certain workers challenge the official and formal specialist.

General Political Behaviour

It explained employees' self-serving way to accomplish valued and respected outcomes (Gull and Zaidi, 2012). Political behaviour is individual self-centered, divisive, and parochial manner of achieving valued results. It comprises of using information as political tool, attacking co-workers, breaking rules and procedures and forming informal groups so as to change formal rules. Political behaviour keeps on proliferating due to inability to implement rules and regulation, limited resource and accountability in day-to-day activities.

In all organizations, two major factors encourage political behaviour. These factors are individual factors and organizational factors. To Robbins, S.P., Judge, T.A. and Vohra, N. (2012), the Machiavellian personality which is characterized by the interest to manipulate policies, rules and regulations to acquire power- is comfortable using politics as tools to achieve self-interest. Again, individual investment in the organization and high expectation of success influence the extent to which he or she will pursue illegal and informal channels of political actions to attain expectations. According to Dubrin, A.J. (2007), the pyramid structure of the organization contribute immensely to high rate of politicking. This is because the senior manager in the organization holds more power and can easily control the subordinates to attain his/her personal interest.

2.3.2 Promotion Policies

Many employees will consider leaving the organization if they do not perceive a favorable pay and promotion policy formulated and implemented. Promotion policies mean the way to which employees in an organization behave politically on policies formulation and implementation. In all organizations, evaluation of employees is a strong basis of promotion policies. Gull and Zaidi (2012) supported that promotion policy is how the organization acts and behave politically because of their policies. Many managers are persuaded to provide performance rating to employees who fuel attainment of their own goals.

Promotional opportunities are given to employees that give extra assistance and indicate an interest in manager's personal curiosity. Wan, Sulaiman, and oma (cited in Mustapha and Zakaria 2013) noted that employees that perceived promotion decisions as fair are more likely to be committed to the job, experience satisfaction, perform effectively and efficiently, having minimum intention to leave the organization.

Concept of Employee's Job Satisfaction

Job satisfaction is one of the critical and most complex area facing managers in organization when it comes to giving employees attractive and equitable reward. Employees' perception about the level of pay generates positive or negative feelings towards their job. Organizations need to offer attractive pay to employees to attain maximum level of job satisfaction. Job satisfaction refers to a general expression of workers' positive attitudes built up towards their job. According to Colquit, Lepine and Wesson (2013), job satisfaction is defined as the pleasurable emotional state resulting from the appraisal of employees' job or experience. That is to say, it represent how employees feel, think, see and experience his /her

present job. Workers with a minimum level of job satisfaction experience negative feelings when they think about their job. In support of the above definition, Robbins, Jude and Vohra (2011) opined that job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics. Satts (cited in Aziri, 2011) added that job satisfaction is the degree to which an employee is comfortable with the rewards received for task performed, especially in terms of intrinsic motivation. It means that employee job satisfaction is not only affected by employee income level but is affected by their level of achievement, recognition, advancement and nature of job. Since individuals' needs are not the same both extrinsic and intrinsic rewards fuel employee's job satisfaction.

Spector (1985) identified nine measures of employee job satisfaction such as pay, promotional opportunities, fringe benefits, contingents reward, supervision, co-worker, nature of work, communication and work condition. For the purpose of this study, pay and promotional opportunities will be used as the measures under study.

PAY

Pay means amount of monetary reward that a worker receive for task performed. According to Bryson, Freeman, Lucifora, Pellizzari and Perotin (2011), most organizations that use pay for performance systems do not introduce them by themselves but rather as part of changes in the work organization such as team work, worker involvement committees, or total quality management that offer workers a superior role in decision-making. Which of any of these forms of incentive schemes fuels economic results the most? When organizations have a good pay system and performance related pay that promote workers' productivity and retain qualified employees, employee job satisfaction will be achieved. Heery and Noon (cited in Luddy, 2005) defined pay as payment for work, which can guess a number of different forms, including a basic wage or salary, supplementary cash payments, such as shift pay and overtime pay, and benefits in kind. Erasmus, van and Schenk (cited in Luddy, 2005) also defined pay as the financial and non-financial extrinsic rewards offered by a company for the time, skills and effort made available by the worker for satisfying job requirements aimed at accomplishing organizational objectives. Armstrong and Murlis (2004) noted that base pay is the fixed pay and is usually the largest compensation reward for workers in organizations. Contingent pay is pay for workers that concern performance. Variable pay is in form of bonuses that are contingent on worker and organization performance.

According to Colquit, Lepine and Wesson (2013), pay largely depends on the comparisons of the pay that workers want and pay they receive. That is to say, pay is the employees' feelings and expressions about their present pay and whether the amount can adequately be used for daily expenses. In the same vein, Miceli and Lan (cited in Faulk, 2002) noted pay is the general positive feelings employees have towards pay. Pay is achieved when employees perceive fairness and equality in organizational policies. Currall , Towler , Judge and Kohn (2005) identified four dimensions of pay such as satisfaction work pay level, satisfaction benefits and satisfaction with pay increase. According to Faulk (2002), providing a worker with satisfactory pay package is crucial to the day-to day running of firm

because if workers do not feel they are being treated justly and fairly they will work to limit unfair treatment to reduce the causes of inequity, the employee may decide to come late, quit the job and go against the existing laws. According to Currall, Towler, Judge and Kohn (2005), it is apparent that pay is fundamentally crucial to most workers, those organizations with workers who have positive emotional reactions towards their pay will perform more effectively than those with workers with less positive reactions. Pay policy is the procedure that guides the formation of pay structure and general pay system. Morgeson, Champion and Maertz (2001) found that negative relationship exists between political behaviour and pay system. They also supported the above views that worker participation is crucial when making pay decision and formulating pay policies because it enables employees to understand the process by which pay decisions were made and executed. When promotion policies and decision is fair and transparent, employees will be committed to daily tasks, experience career satisfaction and have low intention of going out of the organization.

Promotional Opportunities

Heery and Noon (cited in Luddy, 2005) define promotion as the act of moving a worker up the firm hierarchy, usually fuel increase in responsibility and status and a better pay package. Lazear and Rosen (cited in Pergemil and Veum, 1995) presented a model of promotion process in which employees promotional opportunities is based upon the employees revealed ability at job.

Promotional opportunities consist of procedure for promotion and prospect of advancement. Promotions provide opportunities for personal advancement and increased employees' responsibilities. According to Colquitt, Lepine and Wesson (2015), promotion perception is workers' feelings and emotional state about the organizations promotion policies formulation and implementation which involve whether promotion are frequent, and fair. Absent of promotion facility and fair policy lead to employees' job dissatisfaction.

Promotion is used for the following purposes such as to build loyalty and increase employees' morale competency, to reward committed, hard working and loyal employees, to increase employees' self-development that it limits high labour turnover and to promote competitive spirit. Before an organization promotes employee to a position it makes sure that the employee is trained and capable to handle the position by proper screening, interviews, testing and giving the employee on-the-job training. Kostea (2007) also found that promotion results to a greater employees' job satisfaction, even after wage increase and controlling for wages and support the impression that employees value the promotion vividly.

Organizational Political and Employee Job Satisfaction

Political tactics are generally used in all organization. The political tactics to some extent influence employee's job satisfaction and performance. Kacmar and Carlson (cited in Kodisinghe, 2010) noted that perception of organisational politics represents the extent to which employees see their work environment as political in nature, fueling the personal interest of others and thereby unfair from individuals' point of view. The high perceptions of

politics by employee fuel high perceptions of unfair, injustice and manipulation activities in the organization.

Job satisfaction is a positive feeling and thinking about the nature of workplace. According to Kodisinghe (2010), job satisfaction is widely seen as an employee's attitude towards the job and job situation. To Nelson and Quick (2009), job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction can only be attained through employees' perception and experience in the workplace. Harris (2004) carried out a research to reveal the effect of organizational politics on employee's job satisfaction. It was revealed that organizational politics had negative effect on employees' job satisfaction.

Drory (1993) also unearthed that a negative effect exists between perception of organizational politics and job satisfaction. Kodisinghe (2010) conducted a study on banking sector in Sri Lanka and discovered that most employees that perceived lower level of organizational politics, and attained higher degree of job satisfaction. Luqman, Javaid and Umar (2015) give an empirical evidence which supports that employees' in the Telecom sector who perceive higher degree of general political behaviour are more likely to have reduced his/her level of job satisfaction.

Organizational Structure

Williams, Kondra, and Vibert (2008) defined organizational structure as the vertical and horizontal configuration of departments, line of authority and tasks within an organization. The structure allows the manager to determine and divide the work activities to get general job done. In line with the above view, Sniderman, Bulmash, Nelson and Quick (2010) supported that organizational structure is the sum total way of dividing job in subtask and coordinate those subtasks in the organization. The whole structure of an organization takes the shape of a pyramid which all hierarchical relationship between manager and employees within the organization are controlled. Kazmi (2008) also defined organizational structure as an arrangement that provides the mechanism for distribution of authority and responsibility within organization. It is how job tasks and responsibility are formally distributed and coordinated in order to achieve the organizational generic goals and objectives. In the same vein, Robbins, Judge and Vohra (2012) noted that organizational structure is the way by which job tasks are formally divided, grouped and coordinated within the organization. According to Jones and George (2009), organizational structure means a formal system of task and job reporting relationships that determine how employees use organizational available resources to attain generic goals and objectives.

Katsikea, Theodoson, Perdakis and Kehagias (cited in Al-Qatawneh, 2014) noted that organizational structure is used by organizations as a control strategy and mechanism in order to affect workers' work outcome. Organizational structure focuses on the allocation of tasks, authority and how rules and regulations are implemented by all level managers in the

organization. The organizational structure helps to establish mode of relationship among the components of the organization. This relationship network the employees' roles and position within the organization in order to moderate employees' activities and perceptions about the nature of workplace.

Key effective elements in designing organizational structure are formalization, centralization, specialization and standardization.

METHODOLOGY

This study employed the cross sectional survey method which is a type of quasi-experimental design because the data would be collected as a snapshot of the situation. It made use of questionnaire, observations and interview as a means of gathering useful and accurate data relating to the topic under study.

The population is made up of 950 workers which consist of medical doctors, pharmacists, nurses, laboratory scientists and surgical theatre staff of Braithwaite Memorial Specialist Hospital (BMSH) Port Harcourt, Model Primary Health Centre (MPHC) Elekehia, MPHC Eliozi, MPHC Woji, Comprehensive Health Centre Bori, MPHC Beeri, MPHC Bunu-Tai, MPHC Ndoni, MPHC Omoku and MPHC Ahoada. The justification for choosing Braithwaite Memorial Specialist Hospital (BMSH) is because it contains many departments and professionals on all medical fields. The selection of nine model primary health centres is based on Senatorial District (three PHCs per District) and years in existence.

The purposive sampling technique was employed because the technique enables the investigator to judgmentally select sample items based on researcher knowledge about the population.

A sample size of 274 was ascertained with Krejcie and Morgan (1970) sample size determination table. Individual proportion of sample size of each hospital was determined using Bowley's (1964) formula. The Bowley's (1964) formula is shown below.

$$nh = \frac{nNh}{N}$$

Where: hn = The number of units allocated to each hospital

n = sample size

Nh = number of employees.

N = population

$$\text{Braithwaite Memorial Hospital} = \frac{274 \times 587}{950} = 169$$

$$\text{MPHC Beeri} = \frac{274 \times 28}{950} = 8$$

$$\text{MPHC Elio zu} = \frac{274 \times 53}{950} = 15$$

$$\text{MPHC Ahoada} = \frac{274 \times 29}{950} = 9$$

$$\text{MPHC Woji} = \frac{274 \times 62}{950} = 18$$

$$\text{MPHC Bunu-Tai} = \frac{274 \times 26}{950} = 7$$

$$\text{Comp HC Bori} = \frac{274 \times 38}{950} = 12$$

$$\text{MPHC Alekehia} = \frac{274 \times 65}{950} = 19$$

$$\text{MPHC Omoku} = \frac{274 \times 36}{950} = 10$$

$$\text{MPHC Ndoni} = \frac{274 \times 26}{950} = 7$$

$$\text{Total} = 274$$

Primary source of data collection was used. The primary data was obtained through the administration of questionnaire to the respondents.

The hypotheses were tested using the Spearman Rank Order Correlation coefficient with the aid of (SPSS) computer software for the analysis.

The face validity which is a type of content validity test was adopted, which depends on researcher's subjective evaluation as the validity of a measuring instrument.

Reliability is how much a measuring instrument is consistent in measuring whatever it is to measure. Data are reliable if they are consistent, accurate and precise. The test of reliability was subjected to a reliability test using Cronbach Alpha, in which if the resulting coefficient is above 0.7, the test is said to be reliable. The general rules of Cronbach's Alpha states that accept the reliability test result above 0.7 and reject result less than 0.7.

Results of Reliability Test

Variables	Cronbach Alpha	Items
General political behavior	.967	4
Promotion policies	.979	4
Pay	.977	4
Promotion opportunities	.957	4
Organizational structure	.985	7

Source: SPSS Data out (2017).

Summary of Results of tested Hypotheses

S/N	Hypotheses	R	Magnitudes	Direct of relationship	Decision	Conclusion
H ₁ :	Relationship between general political behaviour and pay	0.445	Moderate	+VE	Reject H ₀₁	Significant
H ₂ :	Relationship between general political behaviour and promotional opportunities	0.326	Moderate	+VE	Reject H ₀₂	Significant
H ₃ :	Relationship between promotion policies and pay	0.646	strong	+VE	Reject H ₀₃	Significant
H ₄ :	Relationship between promotion policies and promotional opportunities	0.751	strong	+VE	Reject H ₀₄	Significant
H ₅ :	Organizational structure significantly moderate the relationship between organizational politics and employee's job satisfaction	0.744	strong	+VE	Reject H ₀₅	Significant

Source: SPSS data Output (2017)

Discussion of Findings

The findings from hypothesis one revealed that general political behaviour and pay correlate at .445, when the p-value is $0.000 < 0.05$. This indicates a moderate correlation. Thus, the null hypothesis was rejected and concludes that there is significant and a moderate relationship between general political behaviour and pay in health sector of Rivers State. This finding is supported by the work of Morgeson, Champion and Maertz (2001) which revealed a significant relationship between political behaviour and pay system.

The findings from hypothesis two showed that general political behaviour correlate with promotional opportunities at .326 when the p-value is $.000 < 0.05$. This indicates a moderate relationship. Therefore, we reject the null hypothesis and conclude that there is a significant and moderate relationship between general political behaviour and promotional opportunities in health sector of Rivers State. This finding is supported by the work of Kosteas (2007) which found that promotion results to a greater employee's job satisfaction, even after wage increase and controlling for wages and support the impression that employees value the promotion vividly. Pergamit and Veum (1995) also found that promotion is a reward that leads to advancement with the organization, but also requires greater responsibility from the employees.

The findings of hypothesis three showed that promotion policies correlate with pay at .646 when P-value is $0.00 < 0.05$. This implies a strong relationship. Therefore, the null hypothesis was rejected and it is concluded that there is a strong, positive and significant relationship between promotion policies and pay in Health sector of Rivers State. This finding is supported by the work of Gull and Zaidi (2012) which supported that promotion policy is how the organization acts and behave politically because of their policies.

From the analysis of hypothesis four, promotion policies correlate with promotional opportunities at .751 when P-value is $0.00 < 0.05$. Therefore, the study rejected the null hypothesis and concludes that, there is a positive and significant relationship between promotion policies and promotional opportunities in Health sector of Rivers State. This finding is supported by the work of Sulaiman, and Oma (cited in Mustapha and Zakaria 2013) which found that employees that perceived promotion decisions as fair are more likely to be committed to the job, experience satisfaction, perform effectively and efficiently, having minimum intention to leave the organization.

The finding from hypothesis five showed that organizational structure has a strong influence on the relationship between organizational politics and employee job satisfaction at .646 when P-value is $0.00 < 0.05$. Therefore, the null hypothesis was rejected and concluded that, there is a strong, positive and significant influence of organizational structure on the relationship between organizational politics and employee job satisfaction in Health sector of Rivers State. This finding is supported by the work of Katsikea, Theodoson, Perdakis and Kehagias (cited in Al-Qatawneh, 2014). They found that organizational structure is used by organizations as a control strategy and mechanism in order to affect workers' work outcome.

Conclusion

Employees who see inequitable reward comparative to other employees will be dissatisfied with the policy. This has resulted to lateness, having intention to leave the organization, absenteeism, embezzlement of organizational funds and other resources and general reduction in performance. Promotional opportunities are given to an employee that gives extra assistance and indicate an interest in manager's personal curiosity. This promotion policy does not allow equal promotional opportunity and pay among workers, when workers are given equal promotional opportunities based on performance or years in service, it will

enable employee to achieve optimal satisfaction. Employees react negatively when they perceive that pay system and promotion policies are based on political decision.

Finally, organizational politics significantly related to employee's job satisfaction and the relationship is moderated by the organizational structure in the health of Rivers State.

Recommendations

Based on our findings and conclusion, it is recommended that:

1. Management in health sector of Rivers State should actively focus on positive political behavior that will lead to employees' job satisfaction.
2. They should pursue equal promotional opportunities for building loyalty and increase employees' morale competency, to reward committed, hard working and loyal employees, to increase employees' self-development that it limits high labour turnover and to promote competitive spirit and encourage employees to acquire the skills required by the organization.
3. They should ensure proper pay structure including pay performance and other bonus that will reduce negative effects of political behaviour.
4. Management should punish negative political behaviour among employees at all levels to fuel equal promotional opportunities and pay structure.
5. Management should ensure that the organizational structure networks the employees' roles and positions within the organization in order to moderate employees' activities and perceptions about the nature of workplace.

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