



Organizational politics and employee engagement of multinational enterprises in Nigeria: A study of multipro consumer products limited

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Abstract: This research investigated the effects of organizational politics on employees' engagement of multinational enterprises in Nigeria. This study interrogated issues and the problems associated with employees' engagement of the multinationals enterprise in Nigeria. Organizational politics has been an ongoing issues within multinational organisation, inspect of efforts by managers of multinational organizations' to address the issues in Nigeria. This investigation made used of the survey designed method. The study analyses three formulated hypotheses with the data generated from the survey instrument. The sample sized obtained from the study population was all the three hundred (300) employees of MCPL Benin City. Census sampling technique was used. Multiple regression analysis technique was utilized to analyze the three hypotheses of the study. The results of the analysis shows that, the coefficient for SPB ($B=0.320$), t -value is 3.478 and p -value is 0.001 which is less than 0.05. The study concluded that supervisor political behavior impact on employee engagement. The coefficient for clique behavior ($B=0.280$) the t -value is 3.182 and p -value is 0.003 which is less than 0.05 therefore, it should be concluded that clique behavior influence employee engagement. The organizational policies also presented the following information, ($B=0.240$), t -value is 2.478 and p -value is 0.002 which is less than 0.05 so it could be concluded that organizational policies affect employees engagement. The study then recommend that organizational policies should be re-examined such that it can be utilized as a managerial instrument for the enhancement employees engagement.

Keywords: Clique behavior, employee engagement, organizational policies, Supervisor political behaviour.

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1 | INTRODUCTION

Numerous authors claim employee engagement is the best predictor for the enhancement of organization's performance and positive productivity outcomes, more so, employees' emotional commitment, motivation, and dedication toward their job and organization are instrumental in enhancing performance, productivity, innovation, and a positive work environment (Abdelwahed & Doghnan, 2023; Abomeh & Oguh, 2025; Chouhan, 2026). However, for multinational organization in Nigeria to sustain a high degree or level of employee engagement can be most at times challenging in atmospheres where organizational politics play a significant role in shaping workplace dynamics. This challenge is even more pronounced in multinationals operating in competitive markets, where workplace interactions are influenced by various political behaviors (Ofobruku & Mansion, 2024). Organizational politics is well established in the bodies of knowledge, as a set of behaviors engaged in by an employee or employees to influence the process of decision making in an organization for the advancement of self or a group (Muiruri, 2023; Ofobruku & Mansion, 2024). Several forms of political behavior such as the supervisor's political behavior, clique behavior and organizational policies are known to affect employee engagement levels (Kidron & Vinarski Peretz, 2018). Supervisor political behavior refers to the strategic actions of supervisors in influencing workplace outcomes, often to advance personal agendas. The period at which supervisors engaged in administrative biases, favoritism or political maneuvering, it hinders employees' faith of justice and meritocracy (Ofobruku et al. 2025). Employees who sense such demeanor most of the times feel demoralized, resulting to declined motivation, emotional disengagement, and diminished trust in the organization (Abomeh & Oyor, 2025; Asif, Ma, Li, Xie & Hu, 2025). Supervisor's political behavior influences employees, creates uncertainty, fear and favouritism and prevents them from gaining access to relevant data in an organization (Ofobruku, Osunbor & Oyor, 2025). When supervisors engage in biased decision making, favouritism and other forms of political manipulation of the process of decision making, it undermines employee's belief in justice and fairness in the merit system. More so, the employees are likely to feel excluded and less motivated as a result and would consequently employee engagement falls (Ofobruku et al. 2025; Asif et al., 2025; Abomeh & Oyor, 2025).

Sound management practices emphasis the concerned about setting working environments based on equity, justice and fairness; however,

managers commonly display some form of political behavior causing employee disengagement (O'Connor & Crowley-Henry, 2019). Although management scholars have not demonstrated a very clear position on how organizational policy and other forms of political behavior impact the outcomes of workplace morale and engagement levels of employees in a multinational environment. The issue of Supervisors' political behavior and how it impact on worker's morale is an emerging challenge for multinationals organization across the world (Ali, Aziz, Albishri, Dash, Temperini & Usai, 2026). Furthermore, (Guo et al., 2019; Obeng & Atan, 2024) shares similar ideas as they highlight the impact of clique behavior in increasing work disengagement. Work disengagement is also found to be caused by organizational policies that lack clarity and equitability (Saraiva & Nogueiro, 2025).

Management in most organization exert frantic efforts to institute a working environment that demonstrate equity, fairness and justices among employees, in most cases political behaviours exhibited by managers are still very pronounced, given birth to employee's disengagement (Joshi, 2025). How political demeanor in organization influence workplace outcome, laying emphases to the repercussion of biased supervisor actions, most times water down the morale of employees, such situations is currently a major issue with most multinational organisations (Guo, et al, 2019; Obeng & Atan, 2024). Furthermore, Hochwarter et al. (2017) depicted a similar understanding, explain that clique behavior and its influence on workplace internal environment inclusivity, nurturing working environment exclusion and disengagement. The study of Altaf, Ilyas, and Akhtar, (2024), Eldor & Vigoda-Gadot (2017) revealed the lack of clarity, equity and fairness organizational policies contribute to working environment dissatisfaction. Although several studies lay out valuable insight into organizational politics and the implications it has on the organizational internal working environmental, the studies did not completely tag the various performance outcome of supervisor political behavior, in-group behaviour and employee engagement, that ought to have clearly demonstrated the relationship between all forms of political variable in the organizational specific performance outcome in multinational organisations (Garcia, 2025). Multiple studies have also been undertaken by exploring the dynamics of workplace politics and outcomes in organizations; however, there is insufficient empirical evidence that has established a combined effect of supervisors' political behavior, clique behavior, organizational policy and employee engagement for the context of multinationals organisation in Benin

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City. Supervisor's political behavior, clique behavior and organizational policy, which are integral components of political behavior in an organization, create a considerable barrier for development of employee engagement habit (Akwang, 2023). Understanding the political behavior influences on employee engagement is critical for optimal workplace outcomes and positive organisational ecosystem. Effectively addressing this issue is sacrosanct for the elimination of toxic impacts and boost employee engagement.

2 | LITERATURE REVIEW

2.1 | Employee Engagement

A critical determinants of organisational performance and success is employees' engagement. Employee engagement refers to the level of enthusiasm, commitment, and emotion connection employees share with their work and organization. Job satisfaction which centre on whether workers are happy with their works is different from engagement which focuses on the extent to which employees are behaviourally, emotionally and mentally infused in their job. Performing tasks to satisfy their job descriptions is not the sole function of engaged employees; they contribute firmly to growing and innovating their organisations as advanced by Abomeh, and Agbonifo, (2024); Bakker and Demerouti (2017), the outcome of a dynamic interaction between job demands and job resources, in mitigating the unfavourable outcome of working environment articulate the problems and issues job resources play a critical aspects. Employees' engagement can be explored under the following three primary dimensions: emotional engagement, behavioural engagement and cognitive engagement. The emotional engagement deals with how great or the level at which workers feel passionate about their work, or organisations (Oleabhielle & Abomeh, 2025). Employees who are most likely to demonstrate commitment, loyalty, and enthusiasm, even when faced with working environment challenges are employees who have experience emotional engagement (Shuck et al., 2017). Cognitive engagement involves the degree to which employees are mentally absorbed in their work, seeking ways to improve their performance and contribute meaningfully to the organization's objectives (Huang, Chien-Hsiang & Chang, 2022).

There is consensus among management scholars that employee engagement is a vital factor for organizational success and performance (Mba, Ofobruku, Nwanah & Anikwe, 2018; Alaba, Abomeh & Akpobome, 2021). Employee engagement refers to an employee's emotional relationship and feeling of dedication and motivation towards their job and organization (Bangura, 2026). Whereas employee satisfaction focuses on how happy employees are with their job, employee engagement measures the extent to which an employee is psychologically, behaviorally and emotionally invested in an organization. Highly engaged workers deliver exceptional service, perform tasks exceeding their job descriptions and are significant contributors to organizational innovation and development (Abomeh & Agbonifo, 2024; Bakker & Demerouti, 2017). It arises out of the interaction of job demands and job resources, mitigating the negative effects of an employee's experiences in a workplace. A job with high demands has a greater tendency to cause negative outcomes in a workplace, thus it is beneficial to establish working environments that possess abundant job resources. Employee engagement operates through three core components: the emotional, behavioral, and cognitive elements (Elhag et al., 2026; Akram et al., 2024; Oleabhielle & Abomeh, 2025; Waseem, 2026; Rasheed, Rashid, Tunio & Amirah, 2026). Emotional engagement refers to an employee's passion for their work and organization, commitment, loyalty and optimism in adversity (Tolentino, Lajom, Sibunruang & Garcia, 2022). It is the degree to which an employee is intellectually committed to their job in order to improve their performance and achieve organizational goals (Huang, Chien-Hsiang & Chang, 2022). Employees are driven to put forth tremendous extra effort, actively collaborate with colleagues and be resilient in the face of adversities. There are numerous positive outcomes associated with a positive working environment such as sustained performance, profitability, creativity, customer satisfaction and high retention rates (Saks, 2017).

2.2 | Organizational Politics

Organizational Politics: relates to activities of employees beyond their formal roles, influencing organizational decision-making to pursue their interests or that of their group (Osatuyi, 2019). Workplace politics is generally categorised into the following: supervisors' political behavior, clique behavior and organizational politics (Singh, 2024). It encompasses political behaviors in the workplace which are often driven by competition for limited resources, hierarchical power struggles, and the desire for career advancement. Organizational politics is often demonstrated in organizational environments as actions imbedded in Supervisor political behavior, Clique Behavior and Organizational Policies.

2.2.1 | Supervisor Political Behavior

Supervisor political behavior are demonstrated in the way and manner the supervisor conducts his or her duties when taken and implementing important operational decisions. There are very visible and clear show of establishing a work environment that depict uncertainty, phobia, bias in reward parthen, no objective performance evaluation process, favourism and the hindrance of usefull information for the general operational staff (Rosen & Hochwarter, 2020). Although, some studies like Krause, and Park, (2026), Bolman, and Deal, (2026), have suggested that it is very important for supervisor to understand that job roles are essentially not to be used to pursue personal goals over the organizational goals of equality. The operational tasks of supervisors if used to pursue personal agenda over organisational goals will certainly entrench a toxic workplace environment for the organization which will damage employees' engagement and lead to organizational trust deficits (Irwan, 2024; Riza, Hutahayan & Chong, 2025). Supervisor political behavior is noticed in organizational operations when supervisors who are supervising or in charge of units/department uses their positions to intimidate and drive fears among subordinates so as to manipulate the decisions in the organization. This manipulation creates an atmosphere of uncertainty and distrust, where employees feel they must navigate office politics rather than focus on their job performance (Landells & Albrecht, 2017). The employees that operate under politically manipulated supervisors experiences a charged negative workplace environment full of stressors that diminished the work engagement of employees (Mdhlalose, 2025).

Workplace politics practiced by a supervisor are typically related to an environment that is free from uncertainties, abuse of power, and favoritism, especially in how tasks are allocated, with clear policies and defined procedures. Research has found that some forms of supervisor politics may hinder an employee from gaining access to relevant job information, thereby preventing them from developing necessary skills or progressing in their careers. Supervisors who wield political influence may promote some individuals in the company over others through their ability to grant favourable task assignments, greater access to resources, or more often, by providing falsely inflated evaluations of job performance. A number of organizations develop workplace environments where the manipulation that is inherent in supervisor politics can be particularly problematic for workers and evidence highlights the negative impact politics has on individuals in a workplace (Rosen & Hochwarter, 2020). The behavior of employees who believe that their organization is based on politics rather than merits could lead to frustration and low morale, reducing their engagement with the organization and trust in it (Abomeh & Oyor, 2025).

2.2.2 | Clique Behavior

Clique behavior is demonstrated in manner in which workgroup are formed, essential not as a results of skills set, experiences and competencies which are the hallmark organizational work design (Abomeh & Agbonifo, 2024). Clique behavior happens when individuals in a workplace are organized according to their personal relationships rather than their skills, competencies, and experiences that are crucial to the tasks they perform in an organization. These groups, known as in-groups, confer privileges upon their members, including unauthorized access to significant organizational resources and data (Ofobruku & Mansion, 2024). Clique typically enjoy an unfair advantage over non-members and their positions in the company are not based on their merit (based on work, skill, experience, etc). Such special status results in feelings of exclusion and alienation among members of an organization. For example, certain groups of workers may gravitate towards each other based on shared values and preferences to experience a sense of camaraderie. The camaraderie, however, may become an instrument of exclusion and segregation for those who are not part of the clique and as such leads to an unfair and inequitable environment (Akram et al., 2025; Vigoda-Gadot & Kapun, 2020). Clique behavior can lead to employee distrust, sense of injustice and decreased engagement (Hochwarter et al., 2017).

2.2.3 | Organizational Policies

Organizational policy is central in determining workplace practices. When organizational policies lack clarity, or are applied in an inconsistent manner, employees can experience insecurity, frustration, and decreased morale as they may feel their careers are being unjustly undermined. Policy may be used for political purposes leading to a lack of transparency and consistency and consequently to employee disengagement and conflict (Altaf, Ilyas & Akhtar, 2024). Organizational policies provide structured guidelines for how an organization functions and define the expectations of employee behavior. They are indispensable in promoting fairness, order, and consistency. In situations where organizational policies are clearly articulated, easily understood and fairly administered, employees will feel secure, predictable, and valued, and this will translate to greater job

satisfaction and engagement. On the other hand, when organizational policies are unclear, poorly drafted or inconsistently applied, it can result in confusion, anxiety and decreased employee satisfaction. Policy can be subjected to political manipulation. For example, if an organization has unclear policies regarding job appraisal, inconsistent rewarding systems or ambiguous selection criteria, it could create job dissatisfaction and a loss of belief in the fairness of the work environment. Organizational policies concerning working hours, leave benefits or career advancement, which are poorly defined or unequally applied, could create resentment in workers, thereby decreasing job satisfaction and engagement (Landells & Albrecht, 2017).

Diagrammatic Representation of the Conceptual Framework

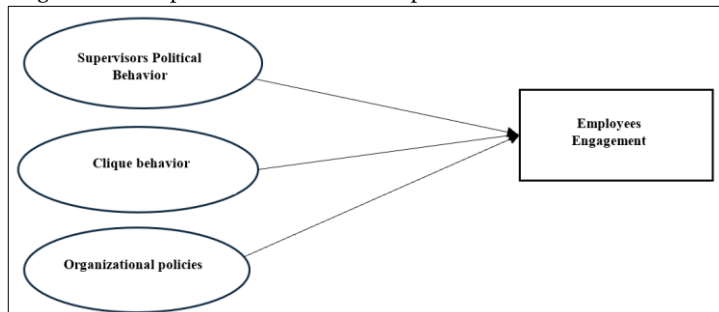


Figure 1: Conceptual model depicting expected relationship between organization and employee engagement.

2.3 | Theoretical framework

The area of study of organizational politics and employee engagement can be argued as rooted in theory. Several theories can explain how the relationship between a supervisor's political behavior, clique behavior, organizational policies and employee engagement work. Political Skill theory, proposed by Ferris, Treadway, Kolodinsky, Hochwarter, Kacmar, Douglas and Frink (2005) was used as a foundation for this study. Political Skill describes an individual's capacity to accurately assess political situations and the individuals within them, as well as use the knowledge to shape their own behaviors and those of others in politically-efacious ways. The theory has four components of political skill: social astuteness (ability to read and assess other individuals and social settings), interpersonal influence (ability to affect others' attitudes or behaviors), networking ability (capacity to build and leverage connections and relationships) and apparent sincerity (ability to be viewed as genuine rather than calculating). In practice, the role of the supervisor's and the employee's political skill is of paramount importance within an organization. A politically-skilled employee will use their ability to network to build relationships with powerful organizational members in order to garner a host of beneficial outcomes at work. An employee with little or no political skill may have no connection with key decision-making centers, nor know how to establish the alliances necessary to access key power holders, leading to job dissatisfaction and ultimately employee disengagement.

Politically-skilled leaders and supervisors, unlike their counterparts, are capable of managing the office politics while ensuring that employees enjoy positive benefits within the work place, whether through leverage of influence or fairness of outcomes, through their networking abilities and use of social Astuteness and interpersonal influence. When political skill is manifested unethically with the deliberate exclusion and manipulation of subordinates and rewarding employees for loyalty rather than competence, such can lead to lack of employee engagement, non-proactive behavior and even subsequent abandonment of the organization should they feel that the situation in their office is being unjustly manipulated. The conceptual models outlined are the theoretical bases on which this research based the examination of the relationship between supervisor political behavior, clique behavior, organizational policies and employee engagement. Considering the above theoretical implications, and to better examine the different facets of the variables involved in this study, this study formulated the hypotheses stated below. These hypotheses are proposed under the null hypothesis statement:

- H₁: Supervisor political behavior does not significantly influence employee engagement.
 H₂: Clique behavior does not significantly affect employee engagement.
 H₃: There is no significant relationship between organizational policies and employee engagement.

3 | METHODOLOGY

The study adopted a survey research design to explore the relationship between organizational politics and employee engagement. This design is appropriate as it allows for the collection of primary data from employees

regarding their perceptions and experiences of organizational politics and its influence on engagement levels. The survey approach facilitates a quantitative assessment of the relationships between the independent variables (supervisor political behavior, clique behavior, and organizational policies) and the dependent variable (employee engagement) (Obasi & Ofobruku, 2025). The population of this study comprised the three hundred (300) employees of MCPL Benin City. The census sampling technique involving all the population represented as the sample, therefore 300 employees representing the entire population was used for this study. A total of 300 questionnaires were administered to the target population (employees of MCPL). The study was able to retrieve 250 questionnaires which were properly filled and used for the analyses of the study. The multiple regression analysis was used to test the three hypotheses of the investigation.

The study hypothesized that organizational politics significantly influences employee engagement. The model is specified as follows:

$$EE = \beta_0 + \beta_1 SPB + \beta_2 CB + \beta_3 OP + ut$$

Where:

EE = Employee Engagement (dependent variable)

SPB = Supervisor Political Behaviour

CB = Clique Behaviour

OP = Organizational Policies

ut = Error term

It is expected that $\beta_1, \beta_2, \beta_3 < 0$, indicating a negative relationship between the independent variables and employee engagement.

The reliability of the instrument was tested using the Cronbach's Alpha coefficient to ensure internal consistency.

4 | RESULTS

H₀₁: Supervisor political behavior does not significantly influence employee engagement in selected multinationals in Benin City.

The regression analysis shows a moderate negative correlation ($R = 0.348$) between supervisor political behavior (SPB) and employee engagement (EE). The R^2 value of 0.121 indicates that 12.1% of the variation in employee engagement can be explained by supervisor political behavior, while the adjusted R^2 value of 0.089 confirms the stability of the model after accounting for other predictors. This suggests that while SPB influences employee engagement, other factors still play a more substantial role in determining employee engagement. The ANOVA results reveal a significant F-value of 4.943 ($p = 0.006$), suggesting that the regression model is a better predictor of employee engagement than a model without any predictors. The sum of squares for regression (0.946) compared to the residual sum of squares (6.802) confirms the modest explanatory power of the model. The coefficient for SPB ($B = -0.320$) with a standard error of 0.092 results in a t-value of -3.478 and a p-value of 0.001. Since the p-value is less than 0.05, we reject the null hypothesis H₀₁. This result demonstrates that supervisor political behavior has a statistically significant negative impact on employee engagement. The negative coefficient indicates that as SPB increases, employee engagement decreases.

H₂: Clique behavior in organizations does not significantly affect employee engagement.

The regression analysis indicates a moderate negative correlation ($R = 0.348$) between clique behavior (CB) and employee engagement. The R^2 value of 0.121 suggests that clique behavior explains 12.1% of the variability in employee engagement, while the adjusted R^2 value of 0.089 confirms the model's stability after adjusting for other predictors. The ANOVA results ($F = 4.943, p = 0.006$) show that the regression model, which includes clique behavior, predicts employee engagement better than a model without predictors. The sum of squares for regression (0.946) relative to the residual sum of squares (6.802) demonstrates the model's moderate explanatory power. The coefficient for clique behavior ($B = -0.280$) with a standard error of 0.088 yields a t-value of -3.182 and a p-value of 0.003. Since the p-value is below 0.05, we reject the null hypothesis H₀₂. This suggests that clique behavior significantly affects employee engagement in a negative direction. The negative coefficient implies that an increase in clique behavior leads to a decrease in employee engagement.

H₃: There is no significant relationship between organizational policies and employee engagement in MCPL Benin.

The regression model shows a moderate negative correlation ($R = 0.348$) between organizational policies (OP) and employee engagement. The R^2 value of 0.121 indicates that organizational policies explain 12.1% of the variation in employee engagement, and the adjusted R^2 value of 0.089 affirms the stability of the model, adjusting for predictors included. The ANOVA results ($F = 4.943, p = 0.006$) demonstrate that the regression model, which includes organizational policies, predicts employee engagement better than a model without predictors. The regression sum of squares (0.946) relative to the residual sum of squares (6.802) confirms the

model's modest explanatory power. The coefficient for organizational policies (B = -0.240) with a standard error of 0.097 yields a t-value of -2.478 and a p-value of 0.002. Since the p-value is below 0.05, we reject the null hypothesis H03. This indicates that organizational policies have a significant negative effect on employee engagement. The negative coefficient suggests that as organizational policies increase, employee engagement decreases.

Table 1: Reliability of the instrument

S/N	Variables	Cronbach's Alpha
1	Supervisor Political Behaviour	0.731
2	Clique Behaviour	0.886
3	Organizational Policie	0.756
4	Employee Engagement	0.777

Researcher's Field Survey, 2025.

A reliability coefficient of 0.70 or higher was deemed acceptable for the study (Polit & Beck, 2006). Multiple linear regression analysis was deployed to test the hypotheses, with a significance level set at $p < 0.05$. All analyses were conducted using SPSS version 23.0. The data collected was summarized and presented in the tables below. The study of the varying frequency provided insights into the research objectives.

Table 2: Supervisors Political Behaviour

ITEM	SA	A	N	D	SD	Mean	Decision
1 My supervisor shows favoritism in promotions and rewards.	100 (40.0%)	100 (40.0%)	8 (3.3%)	25 (10.0%)	17 (6.7%)	3.94	High
2 Supervisor display of favoritism affects my motivation at work.	92 (36.7%)	108 (43.3%)	8 (3.3%)	17 (6.7%)	25 (10.0%)	3.9	High
3 Political behavior by supervisors reduces trust among employees.	83 (33.3%)	117 (46.7%)	17 (6.7%)	17 (6.7%)	17 (6.7%)	3.93	High
4 Supervisor favoritism affects my commitment to the organization.	83 (33.3%)	117 (46.7%)	17 (6.7%)	17 (6.7%)	17 (6.7%)	3.9	High
5 Employees who are favored by supervisors receive more career opportunities.	100 (40.0%)	100 (40.0%)	8 (3.3%)	17 (6.7%)	25 (10.0%)	3.94	High
Overall Mean	92.0 (36.7%)	108.4 (43.3%)	11.6 (4.6%)	18.6 (7.4%)	20.2 (8.1%)	3.92	High

Source: Field Survey, 2025.

The overall mean of 3.92 indicates that supervisor's political behaviour significantly influences employee engagement to a high extent.

Table 3: Clique Behaviour

ITEM	SA	A	N	D	SD	Mean	Decision
6 Workplace cliques create a culture of exclusion.	133 (53.3%)	105 (42.0%)	3 (1.3%)	5 (2.0%)	4 (1.3%)	4.45	High
7 Belonging to a clique influences career advancement opportunities.	125 (50.0%)	113 (45.3%)	3 (1.3%)	5 (2.0%)	4 (1.3%)	4.42	High
8 Employees who are not part of workplace cliques are isolation.	122 (48.7%)	120 (48.0%)	3 (1.3%)	3 (1.3%)	2 (1.3%)	4.41	High
9 The display of cliques in my organization make teamwork difficult.	117 (46.7%)	125 (50.0%)	2 (0.7%)	3 (1.3%)	3 (1.3%)	4.41	High
10 The display of workplace cliques affect the fair distribution of resources.	130 (52.0%)	108 (43.3%)	2 (0.7%)	3 (1.3%)	3 (1.3%)	4.45	High
Overall Mean	125.4 (50.1%)	114.2 (45.7%)	2.6 (1.1%)	3.8 (1.6%)	3.2 (1.3%)	4.43	High

Source: Field Survey, 2025.

The overall mean of 4.43 indicates that there is high impact of clique behaviour on employee engagement.

Table 4: Organizational Policies

ITEMS	SA	A	N	D	SD	Mean	Decision
11 My organization policies affects all employees.	117 (47.0%)	108 (43.0%)	8 (3.3%)	8 (3.3%)	8 (3.3%)	4.28	High
12 Clarity and consistency of work place policy affect employees.	108 (43.3%)	112 (44.7%)	10 (4.0%)	8 (3.3%)	12 (4.7%)	4.21	High
13 Transparency in organizational policies affects employees' engagement.	110 (44.0%)	112 (44.7%)	12 (4.7%)	8 (3.3%)	8 (3.3%)	4.22	High
14 Organisational policies that favour certain employees affects employees.	113 (45.3%)	113 (45.3%)	8 (3.3%)	7 (2.7%)	9 (3.6%)	4.29	High
15 Fair and transparent policies increase my job satisfaction.	112 (44.7%)	112 (44.7%)	8 (3.3%)	8 (3.3%)	10 (4.0%)	4.23	High
Overall Mean	112.0 (44.8%)	111.4 (44.5%)	9.2 (3.7%)	7.8 (3.1%)	9.4 (3.8%)	4.25	High

Source: Field Survey, 2025.

The overall mean of 4.25 indicates a high impact of power struggle on employee engagement.

Table 5: Employee Engagement

ITEM	SA	A	N	D	SD	Mean	Decision
16 I feel emotionally committed to my work.	53 (21.3%)	97 (38.7%)	40 (16.0%)	33 (13.3%)	53 (21.3%)	3.45	Moderate
17 I am motivated to perform my job to the best of my abilities.	63 (25.3%)	82 (32.7%)	43 (17.3%)	37 (14.7%)	63 (25.3%)	3.49	Moderate
18 Organizational politics reduces my engagement.	50 (20.0%)	83 (33.3%)	60 (24.0%)	33 (13.3%)	50 (20.0%)	3.41	Moderate
19 A fair workplace fosters higher levels of engagement.	42 (16.7%)	82 (32.7%)	75 (30.0%)	33 (13.3%)	42 (16.7%)	3.38	Moderate
20 Engagement enhances my overall productivity.	47 (18.7%)	80 (32.0%)	58 (23.3%)	37 (14.7%)	47 (18.7%)	3.33	Moderate
Overall Mean	51.0 (20.4%)	84.8 (34.9%)	55.2 (22.1%)	34.6 (14.6%)	51.0 (20.4%)	3.41	Moderate

Source: Field Survey, 2025.

The overall mean of 3.41 indicates that organizational politics impacts employee engagement to a moderate extent.

Table 6: Regression Analysis

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	0.348	0.121	0.089	0.492	
ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	0.946	3	0.315	4.943	0.006b
Residual	6.802	35	0.194		
Total	7.748	38			
Coefficients ^a					
Model	Unstandardized Coefficients	Standardized Coefficients			
	B	Std. Error	Beta	T	Sig.
(Constant)	3.102	0.678		4.58	0
SPB	-0.32	0.092	-0.692	-3.478	0.001
CB	-0.28	0.088	-0.631	-3.182	0.003
OP	-0.24	0.097	-0.526	-2.478	0.002

Dependent – Employee Engagement (EE)

Researcher's Computation (2025)

5 | DISCUSSION OF FINDINGS

The findings of this study point to a statistically significant negative relationship between supervisor political behavior (SPB), clique behavior (CB), organizational policies (OP), and employee engagement (EE) in MCPL Benin. Regression analysis revealed that each of SPB, CB, and OP had a negative influence on EE, emphasizing the significance of organizational behaviors and practices on levels of employee motivation and participation. To be more specific, the study found that as SPB, CB, and OP grew, EE declined. The R value of 0.121 indicated that together these variables explained 12.1% of EE's variation, showing that factors other than those within the scope of this research also contributed to levels of engagement. With regard to SPB, a negative correlation with EE was discovered in this study with a regression coefficient of 0.320. The coefficient demonstrated that employee engagement would fall as supervisor political behavior increased. This finding was significant as proven by the p value of 0.001. The results of this study demonstrate that as employees felt that their supervisors are engaged in unfair, political and Machiavellian behaviors, employee engagement falls. The study found that clique behavior was negatively associated with employee engagement with a regression coefficient of 0.280. This suggests that as clique behavior rose within an organization, employee engagement was likely to decrease. The p-value of 0.003 indicates that this finding was statistically significant. This suggests that as clique behavior increase, there is a sense of exclusion and unfair advantage gained from such behavior, leading to disengagement from the organization and its work. The negative correlation in this study between clique behavior and employee engagement indicates that as clique behavior increase, EE falls, consistent with the fact that clique behavior can generate a work environment where exclusion is evident and fairness is lost, leading to the loss of motivation and engagement of the employee.

Similarly, this study established that perceive organizational policies (OP) negatively influenced EE with a regression coefficient of 0.240. This indicates that employee engagement tends to fall as organizational policies become more rigid or constraining. The p-value of 0.002 indicates that this finding was statistically significant, implying that employees may become disengaged if they perceive policies as overly rigid or controlling. The results of this study indicate that organizational policies may reduce employee engagement if the need for autonomy and fair play are constrained. Although these results are informative, it should be noted that the low R value of 0.121 indicated that the study accounted for only a small amount of variation in the predictors SPB, CB, and OP, and therefore there are still other factors that influence employee engagement. Individual employee and situational factors also play important roles, and further research on these should be considered to provide a more in-depth understanding of what drives employees to engage at work, particularly within multinational contexts. To conclude, this study provided insight into a statistically significant negative relationship between supervisor political behavior, clique behavior and organizational policies on employee engagement. The results supported the prediction that unfair and negative behaviors on the part of management and peers can affect how involved and engaged employees are at work. The organization should promote fairness and openness to build an engaging work environment.

6 | CONCLUSION AND RECOMMENDATIONS

In conclusion, the study confirmed the importance of developing an organizational environment with employee supportive policies for raising employee engagement, particularly for global companies. This study found that supervisor political behavior, clique behavior and organizational policies have the potential to influence employees' beliefs and views regarding their working environment. Following from these findings, the recommendations listed below are proposed to organizations to raise employee engagement:

i. Organizations ought to arrange training sessions and development programs for supervisors on the way to curb the political behavior prevalent in the workplace. Strict procedures should be developed on leadership styles and ethical behavior to foster fairness and transparency. Management and supervisors should endeavor to adopt and encourage team-oriented leadership that cultivates motivation and high spirit amongst their subordinates.

ii. Multinational corporations must strive to prevent clique behavior by encouraging cooperation and teamwork within and outside the work group. Inter-organizational program for teams and team building events must be organized. Leadership must ensure no team or group are unfairly favored to promote a fair and transparent workplace culture.

iii. Review organizational policies periodically to ensure they are tailored to employees' needs and expectations. Policies that restrict freedom, autonomy or satisfaction should be revised for increased flexibility and worker participation. Particularly policies covering performance assessment, job satisfaction and decision making must be crafted for greater employee engagement.

Conflict of Interest

The author(s) declare that there are no conflicts of interest regarding the publication of this manuscript.

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Author Contributions

The author(s) contributed substantially to the conception and design of the study, data collection, data analysis, and manuscript preparation. All authors reviewed and approved the final version of the manuscript.

Informed Consent

Informed consent was obtained from all participants involved in the study.

Use of Generative AI

The author(s) confirm that generative AI tools were used solely for minor language refinement purposes and did not contribute to the intellectual content, analysis, interpretation, or conclusions of the study.

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