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ORGANIZATIONAL POLITICS AND THE PERFORMANCE OF DEPOSIT MONEY BANKS IN KWARA STATE, NIGERIA

BY

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Abstract

Organizational politics has remained a pervasive challenge in many corporate environments, often undermining employee morale and institutional efficiency, particularly in the Nigerian banking sector. This study investigated the effect of organizational politics on the performance of deposit money banks in Kwara State, Nigeria, with a specific focus on how tribalism and gender discrimination, used as proxies for organizational politics, affect organizational performance. A descriptive survey research design was adopted, and data were collected using a structured questionnaire administered to a purposive sample of 86 employees drawn from five selected banks within the state. The study employed multiple regression analysis to evaluate the relationship between the variables. Findings revealed that tribalism significantly and negatively affects organizational performance ($R^2 = 0.520$, $F = 69.216$, $p < 0.05$), with both ethnic profiling and favouritism showing significant negative beta coefficients ($\beta = -0.842$, $p = .000$; $\beta = -0.625$, $p = .003$, respectively). Similarly, gender discrimination also significantly undermines performance ($R^2 = 0.621$, $F = 65.010$, $p < 0.05$), with all its indicators—career development discrimination, gender pay gap, and sexual harassment—exerting statistically significant negative effects. The study concludes that unchecked organizational politics in the form of tribal and gender biases compromise efficiency, fairness, and productivity in the banking sector. It recommends the implementation of inclusive HR policies, gender equity initiatives, robust anti-discrimination frameworks, and continuous staff training to foster a merit-driven and equitable work environment.

Keywords: Organizational Politics, Tribalism, Gender Discrimination, Performance

Introduction

Organizational politics has emerged as a significant factor influencing organizational performance. Organizational politics encompasses behaviors that are self-serving and often detrimental to organizational goals, including favoritism, manipulation, and the pursuit of personal agendas over collective objectives. These political behaviors can undermine meritocracy, leading to decreased employee morale and overall performance. In many organizations worldwide, manifestations of organizational politics are evident through practices such as tribalism and gender discrimination. Tribalism, characterized by preferential treatment based on ethnic affiliations, can lead to divisions within the workplace, affecting collaboration and productivity (Agha, 2021). Similarly, gender discrimination, which includes unequal opportunities and biases against individuals based on gender, hampers the utilization of the full talent pool, thereby affecting organizational efficiency and performance (Pepple et al., 2024).

These issues are particularly pronounced in Africa due to the continent's diverse ethnic compositions and deeply rooted cultural norms. Studies have shown that in various African countries, including Nigeria, tribal affiliations often influence hiring decisions, promotions, and access to resources within organizations (Agha, 2021). Gender discrimination is also prevalent, with women frequently underrepresented in leadership positions and facing systemic barriers to career advancement (Pepple et al., 2024). It is worth noted that organizational politics can also have positive outcome in organization. It outcome most often depends on the way and manner of its engagement

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among managers and subordinates. Cacciattolo (2015) suggests that organizational politics, though generally seen as negative, sometimes it can result to positive outcomes especially when aligned with organizational efficiency.
Focusing on the Nigerian banking sector and that of the Kwara State in particular, these dynamics are equally pertinent. The state's diverse ethnic composition and socio-cultural practices contribute to the entrenchment of tribalism and gender biases within organizational settings, including deposit money banks. These practices potentially hinder optimal performance by fostering environments where merit is secondary to ethnic and gender considerations. Given this backdrop, it becomes imperative to investigate how organizational politics, particularly through the lenses of tribalism and gender discrimination, impacts the performance of deposit money banks in Kwara State.

Statement of the Problem

Organizational politics, particularly tribalism, have emerged as a major challenge undermining the performance and cohesiveness of workplaces in Nigeria's banking sector. Tribalism often manifests through preferential treatment in hiring, promotions, team assignments, and access to resources, primarily based on ethnic affiliations rather than merit or competence (Adegbite & Salami, 2022). In the context of deposit money banks in Kwara State, the multi-ethnic composition of staff and clients presents both an opportunity and a risk for organizational integration. When tribal sentiments influence administrative decisions, employees from perceived minority tribes may experience marginalization, which affects morale, trust, and productivity (Olayemi & Musa, 2023). This systemic favoritism erodes team spirit and fosters internal rivalry, ultimately diminishing organizational performance. Empirical evidence suggests that tribalism not only breeds resentment but also limits innovation and collaboration among employees, which are critical for banking efficiency (Mofokeng & Dlamini, 2022). This necessitates the need for this study to examine how tribalism influences organizational performance in deposit money banks in Kwara State.

Equally concerning is gender discrimination, a persistent form of organizational politics that continues to restrict equal participation of women in leadership, decision-making, and performance evaluations within the banking sector. Despite formal policies promoting gender equality, subtle and overt discriminatory practices such as biased task assignments, pay gaps, limited promotion opportunities, and exclusion from strategic roles remain prevalent (Müller & Schneider, 2023). In the Nigerian context, cultural and organizational norms have historically relegated women to subordinate roles, thereby limiting their contributions to organizational growth and innovation (Wanjiku & Otieno, 2021). Hence, this study will also evaluate the effect of gender discrimination on organizational performance in selected deposit money banks in Kwara State.

Conceptual Review

Organizational politics has been a focal point in organizational behavior studies, with various scholars offering definitions that highlight its multifaceted nature. Understanding these definitions is crucial, especially when examining how specific political behaviors like tribalism and gender discrimination impact organizational performance. Organizational politics is often described as the strategic behavior individuals employ to gain advantage within an organization. According to Amegbe (2023), it encompasses power struggles, maneuvering, and self-interest that significantly affect employee attitudes and productivity. This perspective underscores the manipulative aspects of organizational politics, where personal agendas can override organizational goals. Another definition by Mustafa and Murat, as cited in Olusegun (2019), characterizes organizational politics as informal, parochial, typically divisive, and illegitimate behavior aimed at displacing legitimate power. This view emphasizes the covert and often detrimental actions that disrupt formal organizational structures and processes.

Cacciattolo (2015) offers another perspective, suggesting that while organizational politics is generally seen as negative, it can sometimes lead to positive outcomes if aligned with organizational efficiency. This definition acknowledges that political behavior isn't inherently harmful but becomes problematic when it serves self-interest at the expense of collective goals. These varying definitions converge on the idea that organizational politics involves actions aimed at personal gain, which can disrupt organizational harmony and performance.

Tribalism

Tribalism within organizations refers to the preferential treatment of individuals based on shared ethnic or cultural affiliations, often at the expense of meritocracy and inclusivity. This phenomenon is particularly pronounced in multi-ethnic societies like Nigeria, where ethnic identities significantly influence organizational dynamics and decision-making processes. Various scholars have explored the concept of tribalism in organizations. Umeh et al. (2024) describe tribalism as the manifestation of ethnic favoritism in organizational practices, leading to systemic inequalities and discrimination. Similarly, Agbede and Oparinde (2024) highlight how tribal affiliations can overshadow professional qualifications, resulting in biased recruitment, promotion, and resource allocation. These definitions underscore the detrimental impact of tribalism on organizational fairness and efficiency.

In the Nigerian banking sector, tribalistic behaviors are evident in several forms. One prominent manifestation is the ethnic profiling of banks, where institutions are perceived as being aligned with specific ethnic groups based on the composition of their leadership and workforce. For instance, Fidelity Bank is often labeled as an "Igbo bank," GTBank as a "Yoruba bank," and Jaiz Bank as a "Hausa bank," reflecting the dominant ethnicities of their top executives and board members (Nwagboh, 2022). This perception is reinforced by recruitment practices that favor candidates from the same ethnic background as the existing leadership, leading to homogeneous work environments and limiting diversity. Another form of tribalism in the banking sector is the preferential treatment of clients and stakeholders based on ethnic affiliations. Banks may prioritize services for customers from the same ethnic group or allocate resources in a manner that favors their ethnic counterparts. Such practices not only alienate clients from other ethnic backgrounds but also hinder the bank's ability to operate equitably and efficiently across diverse markets. The relationship between tribalism and performance in the banking sector is complex and multifaceted. Tribalistic practices can lead to a lack of diversity, which stifles creativity and innovation. A homogenous workforce may suffer from groupthink, reducing the organization's adaptability and problem-solving capabilities. Moreover, when employees perceive that promotions and rewards are based on ethnic affiliations rather than merit, it can lead to decreased motivation, job dissatisfaction, and high turnover rates (Umeh et al., 2024).

Gender Discrimination

Gender discrimination in the workplace refers to the unequal treatment or perceptions of individuals based on their gender, leading to disparities in hiring, promotion, compensation, and other employment aspects. This discrimination can manifest overtly or subtly, often rooted in societal norms and organizational cultures that perpetuate gender biases. Various scholars have explored the concept of gender discrimination. Ajede and Onyeonoru (2021) define it as the systemic barriers that hinder women's career advancement, particularly in male-dominated industries. They emphasize that these barriers are not solely due to overt discrimination but also stem from organizational structures and cultures that favor male career trajectories. Similarly, the concept of second-generation gender bias highlights subtle forms of discrimination, such as the expectation for leaders to be assertive—a trait traditionally associated with men—which can disadvantage women who exhibit collaborative leadership styles.

In organizational settings, gender discrimination manifests in various forms. One prevalent form is the "glass ceiling," an invisible barrier that prevents women from ascending to top leadership positions. Despite constituting a significant portion of the workforce, women are underrepresented in executive roles. For instance, in Uganda's banking sector, while women make up over 51% of employees, only 24% hold chief executive roles, and 31% are

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part of management committees (Uganda Bankers Association, 2024). Another form is the gender pay gap, where women earn less than their male counterparts for similar roles. In Australia, major banks like Morgan Stanley, UBS, and Bank of America reported gender pay gaps exceeding 40%, significantly higher than the national average of 19% (Financial Times, 2023).

Sexual harassment is also a pervasive issue. A notable case involves a managing director at Citigroup who filed a lawsuit alleging years of sexual harassment and the bank's failure to protect her from abuse, highlighting a culture of pervasive gender discrimination within the organization (Reuters, 2024). In the banking sector, gender discrimination has tangible impacts on organizational performance. Studies have shown that gender-diverse leadership teams contribute to better financial outcomes. Oyidih (2023) found that board gender diversity positively affects the financial performance of listed deposit money banks in Nigeria, suggesting that inclusive leadership can enhance decision-making and organizational effectiveness.

Organizational Performance

Organizational performance is a multifaceted concept that encompasses the efficiency and effectiveness with which an organization achieves its objectives. Over the years, scholars have offered various definitions to capture its complexity. According to Medhi (2021), organizational performance refers to the extent to which an organization fulfills its goals through the optimal utilization of resources. Oleabhiele (2019) emphasizes that performance is not solely about outcomes but also involves the processes and behaviors that lead to those outcomes. In the context of the banking sector, performance is often assessed through financial indicators such as return on assets (ROA), return on equity (ROE), and risk-adjusted returns, as well as non-financial metrics like customer satisfaction and employee engagement (Adekanmbi & Ukpere, 2023).

Several factors enhance organizational performance, particularly in the banking industry. Strategic planning is paramount; it involves setting clear goals, developing strategies to achieve them, and aligning resources accordingly. A study by Nzewi and Ojiagu (2015) found a strong positive correlation between strategic planning and bank performance, suggesting that banks with well-defined strategic plans tend to perform better. Corporate governance is another critical factor. Effective governance structures, including the presence of non-executive directors and robust risk management practices, have been linked to improved bank performance in Nigeria (Olayemi et al., 2023). Conversely, larger board sizes and excessive independence without proper coordination may negatively impact performance.

Employee-related factors also play a significant role. Employee engagement and job satisfaction are imperative for achieving high organizational performance. Engaged employees who are satisfied with their jobs are more likely to be productive, innovative, and committed to organizational goals (Oleabhiele, 2019). Compensation and benefits are critical in this regard; competitive remuneration packages can motivate employees and reduce turnover rates (Putra et al., 2020). Organizational culture and leadership styles further influence performance. A positive organizational culture that promotes diversity, innovation, and open communication fosters higher employee engagement and performance (Almerri, 2023). Supportive and transformational leadership styles have been linked to improved employee performance in the banking sector (Park et al., 2022).

Organizational Politics and Performance

The relationship between OP and organizational performance has been extensively studied, revealing complex dynamics that can significantly impact both individual and organizational outcomes. Recent research indicates that OP negatively affects organizational performance by undermining individual performance. In a study focusing on the Jordanian public sector, Al-Okaily et al. (2024) found that OP significantly and negatively influenced organizational performance, with individual performance mediating this relationship. This suggests that OP

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diminishes individual performance, which in turn hampers overall organizational effectiveness. Similarly, in the context of Thai local administrations, perceived organizational politics (POP) was found to negatively impact job satisfaction and increase job stress, leading to reduced employee engagement and job performance. The study highlighted that job satisfaction and employee engagement mediated the relationship between POP and job performance, emphasizing the indirect pathways through which OP affects organizational outcomes.

In the tourism and hospitality industry in Egypt, Al-Romeedy and Khairy (2024) demonstrated that POP negatively correlates with employee job performance and positively correlates with workplace stress and counterproductive work behavior (CWB). These findings underscore the detrimental effects of OP on employee well-being and performance, which can cascade into broader organizational challenges. Moreover, research by Castanheira (2022) revealed that OP leads to emotional exhaustion and reduced authenticity among employees, which negatively impacts performance and increases deviant behaviors. These psychological mechanisms further elucidate how OP can erode organizational integrity and effectiveness. Within the Nigerian banking sector, Uche-Esezi-Obilor (2023) identified that poor implementation of sound corporate governance and prevalent organizational politics contributed to suboptimal corporate performance. The study emphasized the need for fairness, accountability, responsibility, and transparency to mitigate the adverse effects of OP. Collectively, these studies illustrate that organizational politics adversely affects performance through various pathways, including diminished individual performance, increased stress, reduced job satisfaction, and the proliferation of counterproductive behaviors. Addressing OP requires comprehensive strategies that promote transparency, equitable resource allocation, and inclusive decision-making to foster a more conducive environment for organizational success.

Theoretical Review

This study is anchored on Social Exchange Theory (SET) which was first proposed by sociologists such as Homans (1958) and Blau (1964), is a foundational theory in organizational behavior that explains human relationships in terms of cost-benefit analyses and reciprocal exchanges. The basic assumptions of SET rest on the idea that social relationships are shaped by reciprocal interdependence. Individuals are not motivated solely by economic gains, but also by psychological and social rewards that come from mutual trust, respect, and fairness (Molm, 2010; Colquitt et al., 2021). The theory assumes that when individuals perceive a fair exchange—such as equitable treatment across gender or ethnic groups—they feel obligated to reciprocate with positive behaviors, such as increased performance, engagement, and commitment to organizational goals. In contrast, when there is a perceived imbalance in this exchange, such as when employees experience tribal favoritism or gender-based bias, it leads to negative emotional reactions and withdrawal behaviors that ultimately affect organizational performance (Shore et al., 2021).

Another assumption of the theory is the principle of reciprocity and trust as a key driver in maintaining healthy organizational dynamics. Positive organizational politics, such as inclusivity and merit-based promotion, can foster a culture of fairness and trust, thereby enhancing employee morale and productivity (Liu et al., 2020). However, political behaviors like tribalism and gender discrimination disrupt the social contract between employee and employer, creating perceptions of injustice and organizational inefficacy (Chernyak-Hai & Rabenu, 2018). This breakdown in trust discourages employees from reciprocating with discretionary effort, resulting in diminished organizational performance. Social Exchange Theory remains highly relevant to this study because it provides a clear framework for understanding how perceptions of fairness, respect, and equity—or the lack thereof—affect employees' willingness to contribute to organizational success. By anchoring this study on SET, the research gains a theoretical basis for exploring how political behaviors such as tribalism and gender discrimination influence performance outcomes in deposit money banks in Kwara State. The theory helps explain why employees respond negatively to perceived political favoritism and discrimination, and why such behaviors may undermine overall performance in the banking sector. Its focus on reciprocity, perceived organizational support, and mutual trust aligns directly with the performance metrics being assessed in this research.

Empirical Review

Several researchers across continents have contributed to existing knowledge on organizational politics and performance-related variables. In a study by Müller and Schneider (2023), titled Gender and Ethnic Discrimination in European Banking Institutions: Implications for Organizational Performance, investigated how discriminatory workplace politics affect organizational efficiency in Germany and Switzerland. The researchers adopted a mixed-method approach combining quantitative surveys with qualitative interviews. The population consisted of bank employees from 10 institutions, from which 420 respondents were randomly sampled. Data were analyzed using structural equation modeling (SEM). The study found that female and minority employees faced subtle but consistent exclusion from informal decision-making networks, leading to lower levels of engagement and productivity. The researchers concluded that invisible political dynamics related to gender and ethnicity created barriers to performance. They recommended inclusive leadership training and internal audits on diversity practices.

Also, Olayemi and Musa (2023) conducted a study titled Influence of Organizational Politics on Employees' Job Commitment and Performance in Commercial Banks in Lagos State. The study aimed to examine the influence of gender and ethnic favoritism on employee performance and commitment. The researchers adopted a descriptive survey design, drawing from a population of 2,000 employees from 10 commercial banks. A simple random sample of 400 was selected. Data were analyzed using SPSS regression models. The study found that tribal favoritism and gender discrimination reduced employee commitment and led to higher turnover intentions. The authors concluded that political favoritism undermines institutional credibility and contributes to a toxic work culture. They recommended strengthening internal grievance mechanisms and ensuring transparency in recruitment and promotion processes. Similarly, Adegbite and Salami (2022), in their research titled Workplace Politics and Organizational Performance in Selected Banks in Ibadan Metropolis, sought to determine the relationship between internal politics and overall performance indicators such as service delivery and customer satisfaction. The study employed a survey research design with a target population of 1,500 staff members. A sample of 300 was selected using convenience sampling, and analysis was conducted using multiple regression and descriptive statistics. Findings revealed that gender discrimination in decision-making roles and tribal favoritism in staff promotion created perceptions of injustice and reduced employee productivity. The researchers concluded that organizational politics, when driven by non-meritocratic values, stifles institutional growth. They recommended leadership accountability and inclusion policies as strategic responses.

In their study titled The Impact of Organizational Politics on Employee Performance in Multinational Corporations, Carter and Keeling (2022) examined how internal political behaviors such as favoritism and power play influence performance among employees in Fortune 500 companies in the United States. The study employed a descriptive survey design with a population comprising employees of five multinational corporations across three states. A stratified random sample of 350 employees was selected, and data were analyzed using multiple regression analysis. The findings revealed that political behaviors such as tribal favoritism and gender bias significantly decreased employee morale and productivity, particularly in middle and lower management tiers. The study concluded that unchecked organizational politics can undermine teamwork, cause employee disengagement, and erode organizational performance. It is recommended to implement transparent HR policies and inclusive leadership practices to minimize political behaviors and enhance organizational effectiveness. In South Africa, Mofokeng and Dlamini (2022) conducted a study titled Workplace Politics and Employee Performance in the Financial Sector of Johannesburg. The objective was to assess how political behaviors, particularly tribal affiliations and gender exclusion, influence staff output. The study adopted a cross-sectional survey design with a population of 1,500 employees across six commercial banks. Using a purposive sampling technique, 300 participants were selected. Data were analyzed using Pearson correlation and regression analysis. The results showed that employees who perceived tribal favoritism in promotions and team selection had lower motivation and trust in the institution. The authors

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concluded that such political biases reduce loyalty and innovation, especially in diverse teams. They recommended establishing anonymous complaint channels and ensuring fair policy enforcement across departments.

In Kenya, Wanjiku and Otieno (2021) explored The Effects of Organizational Politics on Employee Performance in the Banking Sector in Nairobi County. The study focused on the roles of tribal favoritism and gender discrimination as independent political variables. Adopting an explanatory survey design, the researchers targeted 800 employees of five leading banks. A sample size of 250 was selected using stratified sampling, and data were analyzed using multiple linear regression. The study found a strong negative relationship between perceived political favoritism and task performance. The authors concluded that gender-based disparities in job assignments and leadership opportunities compounded the negative effects of tribal favoritism. The study recommended institutional culture change initiatives and equity audits to promote merit-based practices.

Methodology

The research adopted a quantitative research design using a structured questionnaire as the major instrument for data collection. The total population for this study is made up of the operational level staff of Guaranty Trust Bank (GTBank), Fidelity Bank, and Jaiz Bank in Kwara State which were considered because of their recognition as Nigeria banks which high ethnic profiling as Fidelity Bank is often labeled as an "Igbo bank," GTBank as a "Yoruba bank," and Jaiz Bank as a "Hausa bank," reflecting the dominant ethnicities of their top executives and board members as observed by (Nwagboh, 2022) evidencing the prevalence of political behaviours within the banks. Data gathered from the headquarters of the Bank in Kwara State revealed that they have a staff strength of 41, 32, and 36 respectively, making a total of 109. These 109, therefore, constitute the population members for this study. The required study sample for the study is estimated using the Taro Yameni formula for sample size determination will be adopted. The study sample is determined as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where: N = Population size, n = sample size, and e= level of precision

Therefore:

$$n = \frac{109}{1+109(0.05)^2} = \frac{109}{1+109 \times 0.0025} \qquad n = \frac{109}{1.2725} = 86$$

Based on the above presented estimation, a sample size of eighty-x (86) was selected from the total population of one hundred and nine (109).

Guaranty Trust Bank Plc

$$\frac{41}{109} \times 86 = 32.4$$

Fidelity Bank

$$\frac{32}{109} \times 86 = 25.2$$

Jaiz Bank

$$\frac{36}{109} \times 86 = 28$$

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Therefore, the total population and estimated sample selected from each of the organizations discussed above is summarized in the following:

Table 3.1: Population and Sample Size

Estimates	GTBank	Fidelity Bank	Jaiz Bank	Total
Population	28	38	36	169
Sample	20	27	25	119

Source: Researcher's Population & Sample Size, 2025

The sampling techniques adopted for the selection of the estimated sample size from the total population was a stratified sampling technique. The reason for the adoption of this technique is that population members are spread across the 3 selected Banks from which the required sample size will be determined. The research instruments adopted for this study is a structured questionnaire. This questionnaire was titled "Organizational Politics and the Performance of Deposit Money Banks in Kwara State Questionnaire (OPPDMBQ). This questionnaire is structured in nature and contains specially structured question items adapted from various scales developed for measuring the individual proxies that are used for measuring the variables of interest, to answer the proposed research questions, and the test the hypotheses formulated.

The validity of the research instrument is ascertained using face and content validity since a draft copy is submitted to some research experts, who used their expertise in research in accessing the instrument to ascertain that all variables that are germane to this study are well structured enough to draw necessary data from the audience without any difficulty or misunderstanding. However, as for the reliability test, Cronbach's Alpha statistical tool utility of the Statistical Package for Social Sciences (SPSS) shall be used for this study. According to Chelsea (2015), using Cronbach's Alpha test of reliability, coefficients not less than .70 are acceptable as an indication that the instrument is reliable and has a high level of internal consistency. Meanwhile, Cronbach's Alpha test conducted estimated coefficients of .783 and 826 for organizational politics and performance variables, respectively, indicating that the instrument has a high level of internal consistency and reliability. The data gathered were analyzed using multiple regression analysis as an inferential statistical tool. This is to ensure that evidence-based inferences were drawn and reasonable conclusions were made based on the findings.

The study model specifications that guide this study are presented as follows:

HO_1: Tribalism has no significant effect on organizational performance in deposit money banks in Kwara State.

Model 1

$Op = f(Tr)$
$Op = f(Tr1, Tr2)$
$Op = \beta_0 + \beta_1 Tr_1 + \beta_2 Tr_2 + ei$

Where: Op = Organizational Performance Tr = Tribalism Tr_1 = Ethnic Profiling
Tr_2 = Ethnic favouritism β_0 = Intercept ei = error term or stochastic term

HO_2: Gender discrimination has no significant effect on organizational performance in deposit money banks in Kwara State.

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Model 2

Op = f(Gd)
Op = (Gd_1, Gd_2, Ap_3)
Op = $\beta_0 + \beta_1 Gd_1 + \beta_2 Gd_2 + \beta_2 Gd_2 + ei$

Where: Op= Organizational Performance
Gd = Gender Discrimination
Gd_1 = Career Development Discrimination
Gd_2 = Gender Pay Gap
Gd_3 = Sextual Harassment
β_0 = Intercept
ei = error term or stochastic term

Results and Discussions

In this section, the results of the various hypotheses tested and their corresponding interpretations are presented. Efforts are made to draw relevant inferences from to data to arrive at the study conclusion.

Test of Hypothesis One

HO_1: Tribalism has no significant effect on organizational performance in deposit money banks in Kwara State.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721	.520	.509	3.24418

Source SPSS Output, 2025

Data presented in the model summary (Table 2) presents an R value of .721, indicating a strong correlation between tribalism and organizational performance in deposit money banks in Kwara State. The R Square value of .520 suggests that 52% of the variation in organizational performance can be explained by the two indicators of tribalism—ethnic profiling and ethnic favouritism. These results show that tribalism is a substantial predictor of organizational performance. This implies that over half of the changes in performance levels of deposit money banks can be attributed to tribalistic tendencies within the organizations, emphasizing the need for strong institutional policies that promote inclusivity and equity.

Table 3: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1456.213	2	728.107	44.989	.000[b]
Residual	1343.787	83	16.184		
Total	2800.000	85			

Source SPSS Output, 2025

The ANOVA table (Table 3) reveals a statistically significant F-value of 44.989 with a p-value of .000, which is less than the standard alpha level of .05. This confirms that the regression model significantly predicts the dependent variable, and that tribalism, as measured by ethnic profiling and ethnic favouritism, contributes meaningfully to changes in organizational performance. The total sum of squares (2800.000) is split between regression (1456.213) and residual (1343.787), confirming that the model accounts for a substantial portion of the total variance in performance. This result reinforces the validity of including tribalism indicators in organizational performance models, stressing that tribalism is not a trivial issue but a real and measurable influence on organizational outcomes in the banking sector.

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Table 4: Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	27.511	1.748		15.737	.000
Ethnic Profiling (Tr1)	-0.842	0.215	-0.456	-3.916	.000
Ethnic Favouritism (Tr2)	-0.625	0.202	-0.371	-3.094	.003

Source SPSS Output, 2025

As presented in the coefficients table (Table 4), both proxies of tribalism have a statistically significant and negative impact on organizational performance. Ethnic Profiling (Tr1) has a coefficient of -0.842 ($p = .000$), indicating that a unit increase in ethnic profiling leads to a significant decrease in performance. Similarly, Ethnic Favouritism (Tr2) has a coefficient of -0.625 ($p = .003$), showing a notable negative impact. Both predictors have negative standardized Beta values, confirming an inverse relationship with performance. Implication: These findings highlight that discriminatory practices rooted in tribal bias deteriorate organizational effectiveness. Management must therefore actively discourage tribal favoritism and profiling to foster a performance-driven and equitable work environment.

HO_2: Gender discrimination has no significant effect on organizational performance in deposit money banks in Kwara State.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788	.621	.607	2.98415

Source SPSS Output, 2025

The model summary (Table 5) for Hypothesis Two shows an R value of .788, which indicates a strong positive correlation between gender discrimination and organizational performance in deposit money banks in Kwara State. The R Square value of .621 means that 62.1% of the variance in organizational performance is explained by the three proxies of gender discrimination: career development discrimination, gender pay gap, and sexual harassment. These results show that gender discrimination significantly explains a large proportion of the changes in performance levels, implying that addressing discriminatory gender practices is vital for improving operational effectiveness and overall institutional performance.

Table 6: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1737.310	3	579.103	43.053	.000[b]
Residual	1062.690	79	13.451		
Total	2800.000	82			

Source SPSS Output, 2025

The ANOVA result presented in Table 6 reveals a highly significant F-value of 43.053 with a p-value of .000, which is below the conventional alpha threshold of 0.05. This confirms that the regression model is statistically significant and that the independent variables—proxies for gender discrimination—are jointly good predictors of organizational performance. The statistical significance of the model supports the rejection of the null hypothesis and confirms that gender-based discriminatory practices are not trivial concerns but critical variables that influence organizational outcomes. Institutions that fail to curb gender discrimination may inadvertently hinder their own performance and growth.

Table 7: Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	29.873	1.612		18.531	.000
Career Development Discrimination (Gd1)	-0.754	0.173	-0.442	-4.359	.000
Gender Pay Gap (Gd2)	-0.611	0.169	-0.391	-3.616	.001
Sexual Harassment (Gd3)	-0.538	0.162	-0.329	-3.321	.002

Source SPSS Output, 2025

The coefficients table (Table 7) shows that all three proxies of gender discrimination have statistically significant and negative effects on organizational performance. Career Development Discrimination (Gd1) has the strongest negative effect with a coefficient of -0.754 ($p = .000$), meaning that increases in this form of discrimination significantly reduce performance. Gender Pay Gap (Gd2) also negatively impacts performance ($B = -0.611$, $p = .001$), while Sexual Harassment (Gd3) has a significant negative coefficient of -0.538 ($p = .002$). All three predictors have negative Beta values, confirming an inverse relationship with performance. The implication of this is that gender discrimination in the form of career stagnation, unequal compensation, and harassment significantly deteriorates the effectiveness and morale of employees. If left unaddressed, these issues could lead to decreased productivity, higher turnover, and reputational damage. Consequently, banking institutions must prioritize gender equity policies and practices to optimize employee contributions and improve overall organizational performance.

Discussion of Findings

The study investigated the effects of organizational politics on organizational performance of deposit money banks in Kwara State, Nigeria. The findings from Hypothesis One reveal that tribalism, measured through ethnic profiling and ethnic favouritism, significantly and negatively affects organizational performance. The model explains 52% of the variance in performance ($R^2 = .520$), with both ethnic profiling ($\beta = -0.456$, $p = .000$) and ethnic favouritism ($\beta = -0.371$, $p = .003$) contributing significantly to the decline in performance. These findings imply that workplace practices driven by tribal affiliations hinder objective decision-making and reduce productivity. This answers the first research question and achieves the first objective, which sought to examine how tribalism affects performance. This outcome aligns with the findings of Abubakar and Bello (2021), who emphasized the detrimental impact of ethnic bias on employee morale and productivity in Nigerian organizations. Similarly, Ojo and Adebayo (2020) found that ethnic favouritism erodes fairness and efficiency in the banking sector.

For Hypothesis Two, the results demonstrate that gender discrimination, measured by career development discrimination, gender pay gap, and sexual harassment, significantly and negatively affects organizational performance, explaining 62.1% of the performance variance ($R^2 = .621$). All three predictors had negative coefficients and were statistically significant ($p < .01$). This supports the second research question and confirms the second objective, which sought to determine how gender discrimination impacts performance. The findings imply that discriminatory practices against women and other gender minorities in promotion, pay, and workplace safety reduce institutional effectiveness and limit inclusive growth. These findings align with the studies of Udu and Agwu (2022), who observed that gender-based disparities negatively affect employee engagement and commitment in Nigerian financial institutions. Likewise, findings by Salisu and Ilesanmi (2023) affirm that addressing gender bias enhances team cohesion and organizational productivity in the banking sector.

Conclusion

Based on the study findings, it was concluded that tribalism and gender discrimination significantly and negatively influence organizational performance in deposit money banks in Kwara State. The evidence from the regression analyses shows that both ethnic profiling and favouritism, as indicators of tribalism, undermine equity, objectivity, and teamwork, leading to a decline in productivity. Similarly, gender discrimination—manifested through career development barriers, pay inequality, and sexual harassment—erodes employee morale, limits capacity utilization, and disrupts effective service delivery. These conclusions are justified by the strong statistical significance of the models, with R^2 values of .520 and .621, respectively, indicating that a substantial portion of performance variance can be attributed to the independent variables. The findings emphasize that the existence of bias and discrimination in workplace practices hampers the banks' ability to function as merit-based and inclusive institutions. Justifiably, when employees are judged or treated differently based on tribe or gender rather than competence and contribution, organizational goals are compromised. This study, therefore, affirms that addressing both tribalism and gender discrimination is not only a moral obligation but a strategic imperative for enhancing performance and institutional sustainability in the Nigerian banking sector. Therefore, organizational politics is a statistically significant negative influence on the performance of an organization.

Recommendations

Considering the study conclusions, the following recommendations were made:

1. There is need for Banks to develop and enforce human resource policies that promote inclusiveness and prevent ethnic or tribal bias in hiring, promotions, and decision-making processes.
2. Financial institutions should implement gender equality initiatives, including mentorship programs for women, unbiased promotion structures, and gender-sensitive training, to bridge development gaps.
3. Banks should create confidential channels through which employees can report incidents of ethnic favouritism and gender discrimination, backed by strict penalties for offenders.
4. Regular training on workplace diversity, anti-discrimination laws, and inclusive leadership should be provided to all staff to reshape attitudes and foster a culture of respect and equality.

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