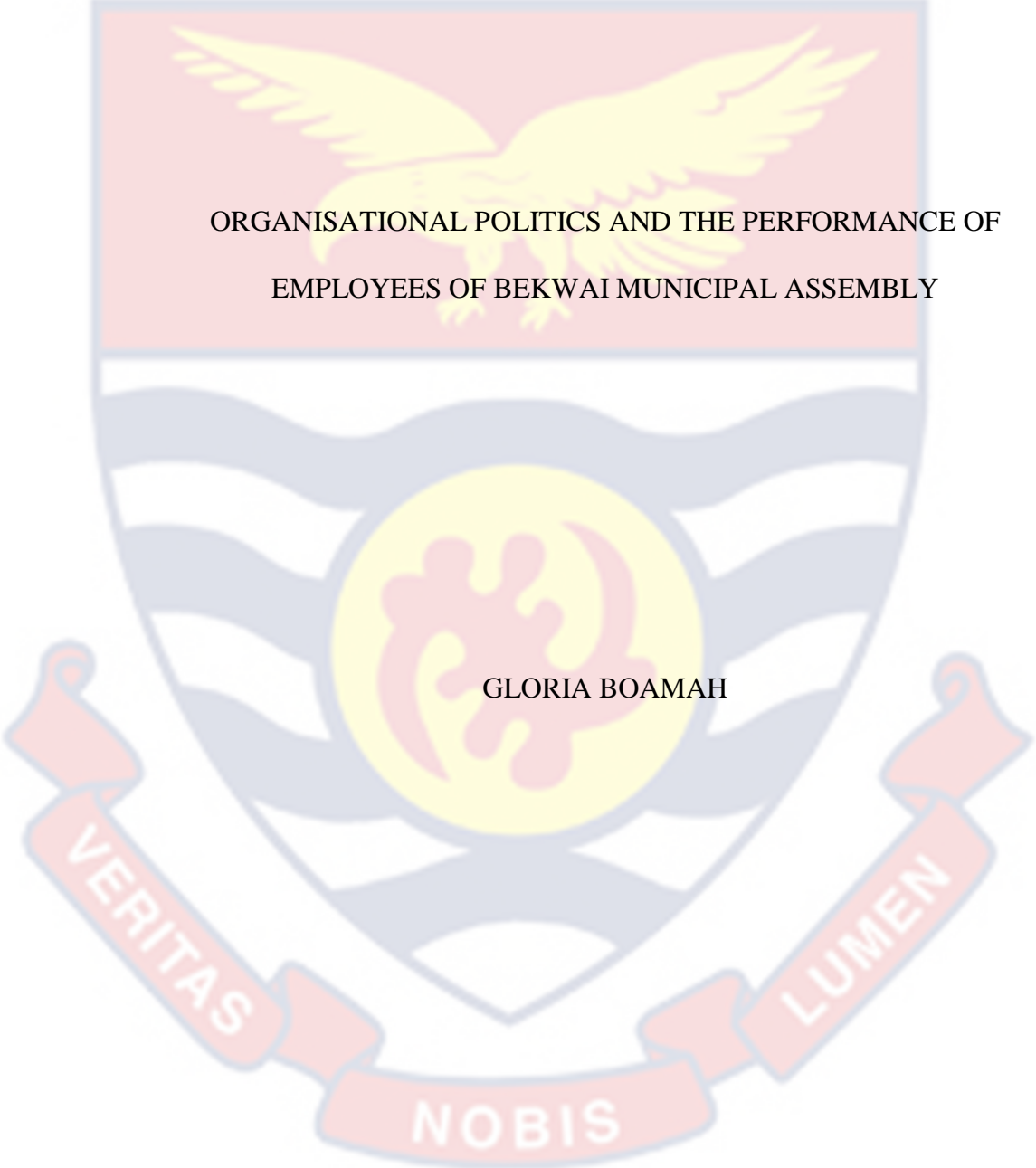


UNIVERSITY OF CAPE COAST



ORGANISATIONAL POLITICS AND THE PERFORMANCE OF
EMPLOYEES OF BEKWAI MUNICIPAL ASSEMBLY

GLORIA BOAMAH

2023

UNIVERSITY OF CAPE COAST

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BY

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Dissertation submitted to Department of Management, School of Business of
the College of Humanities and Legal studies, University of Cape Coast, in
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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Candidates Signature Date

Name: Gloria Boamah

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature Date

Name: Prof. Nicodemus Osei Owusu

ABSTRACT

Organizational politics has become a common life experience in numerous corporations across the globe whereas, the concept of organizational politics has become a recent topic of debate in modern management literatures. Existing literatures suggest that the perception of organizational politics negatively influence employees' performance in the workplace, and these negative influences can be reduced by numerous mitigating factors. The study examined the effect of organizational politics (existence of dominant players, organisational reward practices and political behaviours) on the performance of the employees of Bekwai Municipal Assembly. One hundred and seven (107) employees were the respondents for the study. Explanatory research design was adopted and random sampling technique was used for the selection of the respondents. The adoption of quantitative research approach made it possible for the application of statistical techniques for analyzing the primary data. The study adopted descriptive statistics (frequency and percentages), and inferential statistics (regression) to analyse the data. The researcher first conducted normal distribution test for the variables to establish the normality of the data. The study revealed that the existence of dominant groups at Bekwai Municipal Assembly significantly and positively influenced employee performance. Also, organizational reward practices significantly and positively influenced employee performance. Political behaviours at the Bekwai Municipal Assembly significantly and positively influence employee performance. The study therefore recommended that organizational reward practices should be implemented more effectively since it was found to be the highest contributor of employee performance at Bekwai Municipal Assembly. In essence, providing employees with rewards serves a form of motivation and is an essential way of improving their performance. Overall, the assembly should put measures in place to ensure the existence of dominant groups, organizational reward practices and political behaviours are all geared towards achieving organizational goals as these are essential ways of improving employee performance.

ACKNOWLEDGEMENT

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DEDICATION

To my family



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CHAPTER ONE

Introduction

This chapter entails background to the study, statement of the problem, research objectives and research questions. It also discusses the significance of the study, delimitations, limitations, and definition of terms. The chapter ends with how the rest of the chapters will be presented. This study seeks to examine the influence of organizational politics on the performance of employees at the Bekwai Municipal Assembly.

Background to the study

Employee performance is seen as a critical building component for any organisation, since it provides the characteristics that provide the groundwork for good performance (Albloush et al., 2020). Employee performance may be defined as the extent to which people work hard to fulfill organizational goals (Fischbach & Schneider, 2022). Employees' performance referred to how workers behaved in the workplace and how well they performed the job duties obligated to them. Local Governments (LG) typically set performance targets for individual employee and the management as a whole, hoped that services they offered were of good value to citizens, minimized waste and operated efficiently. For an individual perceived employee performance represented the general belief of the employee about his/her behavior and contributions in the success of organization.

Firms usually form small groups and employ various technique strategies to undermine the needs of those who work with them. When such actions are successful, it is considered a political group (Szakonyi, 2020). Organizational politics is inescapable at some point and has become a reality. Though politics may be productive (Eldor, 2016; del Río Araujo et al., 2018), it sometimes has bad results (Adebusuyi et al., 2013; Nasurdin et al., 2014; Landells & Albrecht, 2017; Labrague et al., 2017; Ejaz et al., 2017). Fashola, Akanni & Ajila (2016) argued that organizational politics is a critical factor that affected learning because politics often interfered with organizational processes of performance such as commitment reflected in timeliness of service delivery, innovation and creativity, quality and quantity of outputs. Perceptions of organizational politics are based on three factors; power players, political behavior, and pay and promotion policies (Ferris, Adams, Kolodinsky, Hochwarter & Ammeter (2002).

Yusuf (2008) stated that politics may be positive (collaborative) or negative (destructive and competitive) but the fact is that, no organization exists without politics. The importance of organisational politics lies in its potential consequences and effect on work outcomes such as job satisfaction, employee motivation, organisational commitment, job performance, and organisational citizenship (Donald, Bertha & Lucia, 2016; Danish, Humayon, Aslam, Usman & Tariq, 2014). The stream of perceptions of organizational politics focuses on evaluation of employees which is subjective and related to work, decision making process and resource allocation (Ferris et al., 2002). Organizational politics are significant, according to Gal-Ariel, Beerli, Vigoda-Gadot & Reichman), because they give a

knowledge of the informal processes of disputes and cooperation in organizations, as well as their influence on employee performance.

Schuler et al. (2002) insist that politics in institutions stems from activities leaders perform as a way to retain power and influence others towards personal and departmental benefits instead of focusing on overall organizational benefits. Essentially, leadership is a relationship through which one person influences the behaviour or actions of other people. Chilala and Wayo (2014) indicated that leadership impacts on the day- to- day administration of every Assembly. The Assembly is the highest political authority in the district. It is therefore, the center of management and developmental decision-making. The Assembly is made up of the District Chief Executive, Presiding Member, Executive Committee, Town Councils, Unit Committees, District Coordinating Director, Internal Audit and Public Relations, and as well various Departments; District Planning Officer, Budget Officer, Local Government Works and the Finance Officer.

To a certain extent, political behaviour may be considered good and normal because it can help the organization in some aspects but one cannot be so ignorant to acknowledge or recognize the negative effect of political behaviour within an organization (Jarrett & Vince, 2017). Robbins and Magee (2008) suggest that, political behaviors should be considered only when they are guided by the following moral rules as: utilitarian rule, individual right rule and distributive justice rule. Political behavior has both good and bad implications in the organizational productivity. Good political behaviors are those that enhance the achievement of personal, group and organizational goal, and bad political behaviors

are those that discourage trust, instill fear, enhance disunity, breed suspicion and sustain infighting among employees. Political behaviour, in this study, is seen as the gaining and exercising of power from within the recognised system of power by individuals in order to obtain a specific outcome. In other words, political behaviour generates negative outcomes only when it is misapplied (Opoku & Arthur, 2018).

Moreover, rewards systems are based on processes, policies, and strategies to motivate subjects to achieve strategic goals and enhance the productivity of organizations (Armstrong & Murlis, 2007). The purpose of rewards systems is to improve the efficiency of organizations. According to Jerome (2013), pay and promotion decisions have consistently been found to be one of the most political actions in organizations. The opportunity for promotion or advancement encourages people to compete for limited resources and try to positively influence the decision outcome. When a person is able to make another person change from his original position to the position the other suggests, either through force or subtly, then power is said to have been exercised (Ugwu & Ndugbu, 2014).

In linking organisational politics to employee performance, it was emphasized that the perception of organisational politics is a very important aspect of organisational life with respect to its members as it influences various processes which ultimately affect performance of employees (Meisler & Vigoda-Gadot, 2014). Thus, organizational politics work as an antecedent to outcomes of employees. Afza, Bodla and Danish (2014) have stated that people can respond to the situation according to their perception and real situation could be different from

that. As people act according to the perception of reality, perception of politics is important for the employees in an organization.

Theoretical arguments suggest that politics often interferes with normal organisational processes (e.g., decision making, promotion, and rewards) and damages productivity and performance on individual and organisational levels (Abbas, Raja, Darr & Bouckenooghe, 2014). The attribution theory explains behaviors of others sometimes through intentions of actors which may be self-serving and different feelings arouse in the minds of employees regarding any political occurrences in the workplace (Ferris et al., 2002). Also, the social exchange theory (Blau, 1964) explain that such important outcomes of employees' interactions that flourish within organizations and expectations of reward either motivate or demotivate the workers. If such type of relationships are very strong and of high quality in the eyes of employees, the existence of perceptions of politics makes it disharmonious which results in adverse effects on performance.

The District Assembly is the highest political, administrative and deliberative authority in the District, which plans, guides, directs, budgets and supervises all other administrative authorities in the district (Annan-Prah & Andoh, 2023). According to Abugre (2014), employee performance in Ghana's public sector is one of the most important variables in delivering the greatest services to the people, because each individual performance influences the public organization's overall performance. For this reason, this study seeks to examine the influence of organizational politics on the performance among employees at Bekwai Municipal Assembly.

Statement of the Problem

Municipalities are regarded as governmental entities in Ghana. Municipalities in Ghana are experiencing a severe financial crisis, which has resulted in a need to understand the elements that influence employee performance (Chawla, 2020). In addition, poor levels of municipal staff performance, economic restrictions, and failure to address personnel requirements contribute to citizen dissatisfaction with municipal services. Ghanaian municipal officials and government officials complain about their employees' lethargy, work avoidance tactics, and lack of devotion to their jobs (Albloush et al., 2020). Nina and Athar (2013) emphasized that both intra-and inter-level organisational politics, breaks down trust and becomes a barrier to effective collaboration, information sharing and knowledge management. To ensure employees share, collaborate and learn for their personal career development, the negative effects of organisational politics have to be minimised.

Studies in organisational politics always look on either political influence tactics and behaviours (Boukenooghe, Zafar & Raja, 2015; Bodla & Danish, 2013; Vigoda & Talmud, 2010) or employees' perceptions of organisational politics at their work places (Meisler & Vigoda, 2014). The stream of perceptions of organisational politics focuses on evaluation of employees which is subjective and related to work, decision making process and resource allocation (Bodla, Afza & Danish, 2014). Most employees have been found to perform poorly as results of unhealthy politics in their organisations (Meisler & Vigoda, 2014). Although many

studies were conducted to broaden the concept and find its relationship with various Organizational and employee level outcomes, the processes through which this phenomenon effects on performance of employees remained unexplored. This perspective reflects a generally negative image of workplace politics in the eyes of most organisational members.

Numerous studies have been conducted on the influence of organisational politics on other variables. For instance, Munyeka and Setati (2022) investigated the relationship between organisational politics and job satisfaction amongst police officials in a selected South African police service station in the Limpopo province, whose findings revealed that organisational politics has a significant negative relationship with job satisfaction. Olasupo, Idemudia, Arowosegbe & Fagbenro (2019) investigated the predictive role of pay satisfaction and organisational politics on quality of work life who concluded that pay satisfaction and organisational politics jointly predict quality of work life. Julius, Ojiabo & Alagah (2017) investigated the relationship between organizational politics and employee's job satisfaction in health sector who concluded that organizational politics affects employee's job satisfaction. Vigoda-Gadot and Drory (2006) also examined perceptions of politics among public sector employees as a possible mediator between the supervisor's leadership style and formal and informal aspects of employees' performance which revealed that findings partially supported the mediating effect of organizational politics on the relationship between leadership, in-role performance.

With regards to performance, organisational politics at work has a variety of effects on employee performance, ranging from extremely beneficial to extremely detrimental (Nisa et al., 2021; Jordan, Hochwarter, Ferris & Ejaz, 2018). Although theoretical research suggests that politics harms both individual and organizational performance (Beeri, Usher & Vigoda-Gadot, 2019), earlier research has shown mixed results (Crawford, Lamarre, Kamar & Harris, 2019). Park and Lee (2020), for example, proved that organizational politics had a detrimental impact on job attitudes, while others found no such link. Such a wide range of results suggests that the impact of organizational politics on employee performance is context-dependent.

As a result, experts are urging further research into how organizational politics affect employee performance (Asif, Saeed, Tufail & Abbas, 2019; Nishii & Paluch, 2018) focusing on the various aspects of organizational politics which are; existence of dominant group of individuals, organizational reward practices and political behaviours which have not been looked into by earlier researchers. If the performance of employees is essential for the performance of the organisation then all aspects of enhancing employee performance must be examined including even organizational politics which has not received much attention in a developing economy like Ghana. To address the aforementioned gaps, this study seeks to examine the influence of organisational politics on employee performance at Bekwai Municipal assembly.

Purpose of the Study

Generally, the study sought to determine the effect of organizational politics on the performance of the staff of Bekwai Municipal Assembly. To this effect, these objectives were formulated for testing.

1. Examine the influence of the existence of dominant group of individuals on employee performance at Bekwai Municipal Assembly
2. Examine the influence of organizational reward practices on employee performance at Bekwai Municipal Assembly
3. Assess the effect of political behaviours on employee performance at Bekwai Municipal Assembly

Research Questions

The following specific research questions were asked to chronologically reflect the sequence of the specific research objectives. These were the questions.

1. What is the effect of the existence of dominant group of individuals on employee performance at Bekwai Municipal Assembly?
2. What is the influence of organizational reward practices on employee performance at Bekwai Municipal Assembly?
3. What is the effect of the political behaviours on employee performance at Bekwai Municipal Assembly?

Significance of the Study

The study would first of all be beneficial to the management of Bekwai Municipal Assembly as it would provide insights as to the aspects of organizational politics that predict significant improvement in the performance of employees and aspects of organizational politics which do not. This would provide information to aid the policy directions of the management of the Bekwai Municipal Assembly in respect of its organizational politics practices. The result would serve as a pivot to justify investment in the organizational politics practices of the municipality.

Human Resource experts can scrutinize the organizational politics practices engaged in this study to integrate them into the overall human resource function's strategy. Students and academicians can use this empirical study as a source of literature to assess relationship between organizational politics and employee performance. Again, empirical gaps exposed by this study can be explored in further studies by both students and academia particularly the suggestions for further studies.

Delimitation

The study was conducted at the Bekwai Municipal Assembly. The study sought to assess the influence of organizational politics on the performance of employees of Bekwai Municipal Assembly. The study targeted the top management, middle and lower level staff as its target population and surveyed them accordingly. An estimated 90 staff made up the population and with a census

sampling technique, the respondents were surveyed through structured questionnaire administration.

Limitations

The study had some limitations. The study places emphasis on the influence of organisational politics on employee performance at Bekwai municipal assembly in the Greater Kumasi Region. The findings of this study cannot be generalised for all district, municipal and metropolitan assemblies in the country, since it did not cover all of them. This was due to some constraints, like time, finance, among others. Another limitation to the study is that it is quantitative which requires respondent to stick to close ended questions without them voicing out what they wish. Further, the study was limited by the types of variables and methodology used as well as the study objectives. With the quantitative research method, results are based on numerical responses and, as a result, one get slightly less insight into the thoughts, motivations, and drivers of the understudied group. In order to arrive at statistically significant insights, an adequate sample size was determined for the quantitative survey. However, these limitations did not affect the outcome of the study.

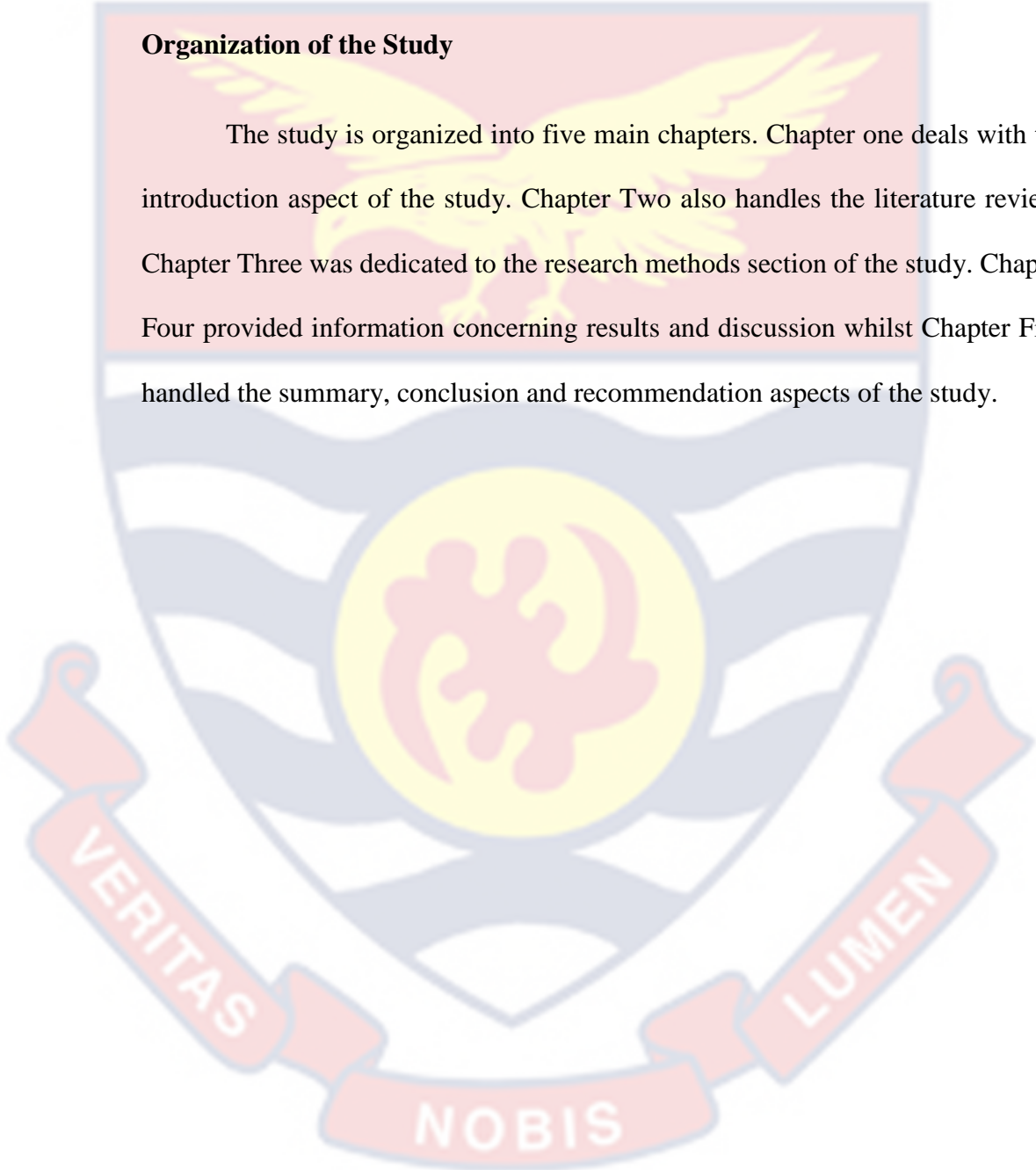
Definition of Operational key concepts

1. Organisational Politics - refers to the agenda of each employee within a company and the activities they engage in to acquire, increase, and wield power and resources to gain a desired outcome

2. Employee performance - defined as how well a person executes their job duties and responsibilities

Organization of the Study

The study is organized into five main chapters. Chapter one deals with the introduction aspect of the study. Chapter Two also handles the literature review. Chapter Three was dedicated to the research methods section of the study. Chapter Four provided information concerning results and discussion whilst Chapter Five handled the summary, conclusion and recommendation aspects of the study.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This section provides information relating to the literature review. The literature review provides insights into the theoretical perspective of the study, explanation of key concepts, empirical review that gives support in real world situation and conceptual framework that guides the analytical posture of the study.

Theoretical Review

The theoretical review explains the theories that form the emphasis of this study, which try to explain the research question and articulate the already published arguments for verification and critique following the outcomes that shall be realized from this study. The theories reviewed are the main theory; social exchange theory and supporting theory; attribution theory. These theories were chosen because they are appropriate for discussing the influence of organisational politics on the performance of employees in the Bekwai Municipal Assembly.

Social Exchange Theory

The notion of "social behavior as exchange" was first identified by American sociologist George C. Homans in 1958. Social exchange theory proposes that social behavior is the result of an exchange process. The purpose of this exchange is to maximize benefits and minimize costs. According to this theory, people weigh the potential benefits and risks of social relationships. When the risks

outweigh the rewards, people will terminate or abandon the relationship. Most relationships are made up of a certain amount of give-and-take, but this does not mean that they are always equal. Despite the cruciality of reaching balance in social exchange, Homans (1958) points out that each actor always strive to maximize their own (social) profit from the interaction.

In 1964, sociologist Peter M. Blau (1986) connected to Homans' conclusions and further emphasizes the cruciality of the social give-and-take-pattern, the reciprocity, by claiming it to enable individuals to develop loyalty and trust (ibid. pp. 92–7). He also argues that despite the initial self-interest being the main motivation of reciprocity, the exchange process tend to develop to a structure that at times require individuals to set aside some of their personal interests to benefit the collectivity (ibid. pp. 92–3). The strive for creating balance in social exchange, whether it is done consciously or not, is centered around the concept of reciprocity. Reciprocity refers to the expectation that people will help those who have helped them. In other words, we invest in others and expect dividends (Myers, Abell & Sani 2014, p. 404).

In the process of evaluating the reciprocity of interpersonal relationships, people have certain standards that their evaluation of social costs and rewards are influenced by. One way of evaluating is through comparison level, meaning the level of expectations about what individual believe they deserve or expect to get out of a relationship. Someone with a high level of comparison expects much from their interactions (Gilovich, Keltner, Chen & Nisbett 2016, p. 353). Another variation of this is comparison level for alternatives, which refers to the outcomes

people think they can get from alternative relationships. A low comparison level for alternatives may play out in abusive relationships where the abused part choose to stay due to their perception of the alternatives being worse than the current relationship (ibid. p. 354).

The implication of the theory to the study is that social exchange theory can be applied of social behavior which can be explained in terms of rewards, where rewards are goods or services, tangible or intangible, that satisfy a person's needs or goals. Social interaction results from the fact that others control valuables or necessities and can therefore reward a person. Thus, the dominant players in the assembly control resources and can therefore reward employees by virtue of their position in the organization, thereby exhibiting political behaviour. They attempt to maximize rewards and minimize losses or punishments. Also, social interaction is thus viewed as an exchange of mutually rewarding activities in which the receipt of a needed valuable (good or service) is contingent on the supply of a favor in return (usually immediate). Thus, social exchange suggests that it is the valuing of the benefits and costs of each relationship that determine whether or not we choose to continue a social association. Based on this theory, one can conclude that organizational politics influences employee performance.

Attribution Theory

The works of Heider (1958) defines attribution as individuals' explanations for the causes of their successes and failures. The basic premise is that people have an innate desire to understand the causes of important outcomes in their lives and

that their attributions influence their responses to these outcomes (Heider, 1958). Typical attributional explanations for outcomes are ability, effort, the nature of the task, and luck. Attributions are individuals' beliefs about the causes of their successes and failures (i.e., rewards and punishments) and influence expectancies, emotions, and behaviors (Martinko et al., 2007). In addition to attributions for specific events, recent research demonstrates that attribution styles are useful for understanding individual behaviors (see Martinko et al., 2007). Attribution styles are stable, trait-like tendencies to make certain types of attributions that affect behaviors across situations.

In this context, attributions influence behaviors, it follows that the entire range of organizational behaviors that influence rewards/punishments. Because rewards and punishments are important, individuals have a vested interest in knowing their causes. Attribution styles can affect interpersonal relations and, as these relations unfold over time, the effects of styles become more pronounced. Thus, although a specific attribution may not predict relationship quality, the consistency with which a style manifests itself over time may have significant impacts on work relationships. Attributions are an integral part of the motivation process and play an important role in explaining virtually all reward-oriented behavior in organizations.

Conceptual Review

The section explains in details each concept and operationalizes them to reflect the constructs contextualized in the study. It also established the links among the constructs of the study.

Organisational Politics

Organisational politics has been defined as a multifaceted combination of power, influence, behavior, and understanding leadership processes, as well as self-interest behavior in the organization (Vigoda, 2002 in Adebusuyi, Olasupo, and Idehen 2013) and is generally associated with situations such as power struggles, ability to influence responsibilities, and sources of power (Vigoda, 2002 in Adebusuyi, Olasupo, and Idehen 2013). Organizational politics, according to Sowmya and Panchanatham (2009), is behavior used to influence individuals or groups inside an organization. According to Soomro & Hafeez (2020), there are two parts of organizational politics to examine while researching the function of employee attitude and organizational politics.

Organizational politics may be favorable to a person or harmful to an employee. As a result, it may be inferred that organizational rules and politics can benefit workers while also posing a threat to the carrier. For example, most workers may wish to bypass the rigid hierarchical chain of command established by management for their own self-benefits and incentives, so weakening the long-term consequences. Organizational politics is defined by Bodla and Danish (2010) as the behavior and actions of individuals in an organization to improve their professional

performance. Politics is crucial for employees in a business because individuals respond according to their perceptions of reality (Oguz, 2010)

According to Bodla, Afza and Danish (2014), people might react to situations based on their perceptions, even though the actual reality is different. Some people see organizational politics as a means of resolving internal issues, which makes understanding organizational politics a must in the workplace (Ladebo, 2006). The basic definition of politics, according to popular belief, is when a person fights for his or her rights in society via discussion and dialogue (Watson, 2006).

The positive side of organizational Politics

Organizational politics and procedures are frequently regarded as protective routines within organizations that change and filter valid information (Cacciattolo, 2015). Organizational politics, on the other hand, does not have to be about power struggles, mistrust, or hidden objectives. Organizational politics may also be advantageous in ways that benefit more than just a politically trained and committed minority (Vredenburg & Shea-VanFossen, 2010). Chang, Rosen, Siemieniec and Johnson (2012) person-based interactionist approach empirical study on the understanding of personality traits in politics demonstrates that organizational politics may not always lead to negative effects, because different personalities may perceive politics more positively than others.

Positive organizational politics may help a company gain a competitive edge (Drory & Vigoda-Gadot, 2010; Gotsis & Kortezi, 2010). This indicates that those who understand how to employ positive influence behaviors and methods

while avoiding bad behavior are more likely to engage in positive politics. According to Drory and Vigoda-Gadot (2010), developing a set of positive political skills creates a successful political climate free of injustice, unfairness, and inequality.

Employees utilize their perceptions of organizational politics to make sense of the environment they work in, and others consider it as a way to work through disputes in organizations (Ladebo, 2006). Others claim that having political skills may help people and organizations succeed by facilitating organizational change and adaptability to the environment (Ladebo, 2006; Vredenburg & Shea-VanFossen, 2010). Political behavior is constructive when it serves the organization's vision and objectives, fosters collaboration and confidence, and is morally balanced. Furthermore, positive or constructive political behavior can help organizations achieve greater equality (Gotsis & Kortezi, 2010).

Butcher and Clarke (2006) extend this line of reasoning, claiming that managers who are well aware of the political context in their workplace are more effective. Are more likely to be able to handle those political behaviors in the workplace in order to advance equality This is also due to the fact that, according to Kurchner Hawkins and Miller (2006) organizational politics have a significant role. Regardless of the function and standing of individuals in their organization, Nawaz, Syed and Dhajero (2019) believe that a liberal type of politics may have a good influence on learning. They believe, more particularly, that an open style of politics encourages employees in an organization to become more committed to acquiring new ideas.

Nawaz, Syed and Dhajero (2019) list a number of favorable organizational politics consequences, including “career advancement, recognition and status, enhanced power and position, attainment of personal and organisational goals, successful accomplishment of a job or policy implementation, and feelings of achievement, ego, control and success”. This means that political behavior may be required in all of the scenarios listed above, particularly if someone wishes to progress in an organization or be recognized by coworkers (Meisler, Drory & Vigoda-Gadot, 2019). Mintzberg (1985) highlights some good elements of organizational politics. He claims that organizational politics may be used to achieve legitimate goals, such as when whistleblowing and that it can be beneficial to correct irresponsible or inefficient behavior, or even to effect beneficial changes that might otherwise be resisted (Nawaz et al., 2019).

The negative side of organizational politics

The views and opinions of employees may be muted and distorted by organizational politics (Oplatka & Arar, 2018). Employees in political contexts sometimes feel powerless, endangered by the ambiguity, uncertainty, and self-interested activities that happen to individuals (Hay, Parker & Luksyte, 2021). Organizational politics, according to various studies, has a detrimental impact on work performance and organizational loyalty, particularly among lower-status employees (Drory & Vigoda-Gadot, 2010; Gotsis & Kortezi, 2010). Others argue that stress is caused by organizational politics. Individuals with lesser levels of influence are more anxious when they perceive politics in the workplace (Cacciattolo, 2015).

As a result, Nawaz and Dharejo (2019) found that organizational politics might cause people to become physically or mentally detached from their jobs. As a result, while people may be present at work, their minds may be elsewhere and they may be unable to concentrate. Studies that emphasize on the idea that organizational politics refers to strategic behavior that promotes self-interest paint a bad picture of workplace politics, and as a result, people continue to have this unfavorable view of workplace politics (Vigoda-Gadot, 2007).

Some argue that political behavior limits learning by restricting information exchange and communication (Munyeka & Setati, 2022). In this situation, Nawaz et al. (2019) claim that communication and information are significant participants in political practices, and that their management is crucial to organizational political processes. This is because both information and communication are tools for creating and disseminating information about workplace concerns and activities. Political behavior is one of the cultural elements that might make learning difficult. Workers who do not trust other employees or an organization's policies, according to Kidron and Peretz (2018), tend to lessen their devotion, put in less effort, and disengage.

Dimensions of organizational politics

The dimensions of organisational politics deduced from the theories are discussed below

The existence of a dominant group of individuals

To understand and comprehend the notion of a dominating group of persons, one must first define the term "group" using dictionaries and various writers. According to the Merriam-Webster Dictionary online, "group" is defined as "a collection of individuals who have common interests or goals and who organize themselves to work or act together." Mahmoudi and Majd (2021) define a group as "a collection of individuals who join together and engage with one another to accomplish a common goal." This term implies that the individuals are bound together by common standards, objectives, and sentiments.

It is a social unit in a community that is bound together by standards, develops specific behaviors, and communicates with one another (Abun, 2022). This definition is similar to that of Kreitner & Kinicki (2012), who define a group as "a community of persons who interact with one another on a regular basis and who share shared values or standards that govern their actions in different situations or roles. The dominant group in organizational politics refers to those who are most preferred and listened to by management in terms of decision-making and access to the organization's resources. This is a group of persons that have gotten their way into management and are able to influence the organization's policy direction despite the fact that no one can oppose them (Burakova, McDowall & Bianvet, 2022).

Organisational Reward Practices

A reward is an essential factor to consider when encouraging employees to do their assigned tasks. Rewards are often linked to increased effort and performance, attendance and retention and employee engagement to the company (Sarhan, Harb, Shrafat & Alhusan, 2020). Employees will usually adopt a behavior that demonstrates their love and dedication to the business when they believe the organization cares about their well-being. Their devotion to the company is often shown in their work performance and dedication. Their employment pleasure is reflected in their performance (Obiekwe & Obibhunun, 2019). The organization's incentive system is often cited as one of the variables that affect people's decision to apply for a job. This is to say that the incentive system has a stronger impact on people's desire to seek for jobs, which will eventually transfer into work satisfaction, performance, and organizational effectiveness (Aswani, Lemahieu & Sauer, 2018).

In every organisation, the question of how the business distributes the available incentive to workers in a fair and equitable manner is very critical. Is there any objective and clear norm for selecting how incentives should be distributed? Is the award dependent on job quality and performance? Does management and workers often engage in political behavior as a result of a lack of objective and transparent compensation schemes? Employee motivation is often harmed by pay or award concealment (Al Busaidi, 2020). Workers will be motivated to enhance their performance if incentive information is exposed to them and the standards are clear and fair toward a group of employees, according to Lawler (2018).

Political behavior

"Those efforts that have taken place inside organizations to acquire, develop, and deploy power and other resources to get one's chosen results in a scenario where there is ambiguity or dispute over options," states Agunowei and Blanchard (2022). According to this concept, political behavior is the outcome of uncertainty about obtaining the resources required. The uncertainty is produced by the organization's limited resources for meeting the requirements of people or groups inside the organization. According to this definition, political behavior refers to efforts aimed at persuading a decision-maker to accept an individual's or group's request for resources.

Maia (2020), highlighted unclear aims, scarcity of resources, non-routine technologies, a complicated external environment, non-programmed choices, and organizational changes as potential origins of political behavior. Other elements that may influence political behavior include interdepartmental cooperation, promotions and transfers, and devolution of power (Nisa et al., 2021). Cacciattolo (2015) said that all five causes for political behavior are present in today's organizations, leading them to the conclusion that organizations are extremely political. It is critical to reduce political behavior by establishing a standard operating procedure based on clear policy rules.

Several types of political behavior were recognized by Abun (2018), including blaming others, impression management, and ingratiation. Blaming others helps you develop a positive image in front of your boss and coworkers. Some individuals have the impression of having a nice image in front of others, and

they want to keep it. When they make a mistake, instead of taking responsibility, they blame others. They frequently place the blame on someone else. They like to be right in front of everyone, rather than accepting responsibility for their mistakes, they blame others (Shildrick, MacDonald, 2013), and they are constantly there in front of management. Even impression management resembles condemning others' actions or image-building activities. People prefer to defend their image when it comes to impression management. They are concerned with controlling their public image and presenting themselves as a pleasant person in the eyes of others, as well as management (Allen, 2019).

They are usually nice in front of others, and they are often awarded favors. According to Drory and Zaidman (2006), this kind of behavior is accepted in certain cultures since it aids in professional progression. After all, merit alone does not always ensure advancement (Abun, et.al. 2018). They maintain their self-esteem and seem to be highly helpful with management, allowing them to easily get management and resource cooperation (Abun, et.al. 2018). Certain cultures have embraced such methods as a means of receiving rewards while avoiding punishment. People use ingratiation as a tactic to obtain what they want, in addition to impression management. It is a political behavior that is widely utilized to attain one's goal, and it is a behavior that is performed to get management approval. Other-enhancement (flattery), opinion-conformity (agreement), and self-presentation are three types of ingratiation outlined by Aswani, Lemahieu and Sauer (2018).

The Concept of Employee Performance

Petrou, Demerouti and Schaufeli (2018) defined employee performance as the completion of specified tasks in order to achieve organizational objectives. This meaning relates to the outcome or result of a process. Employee performance, according to Costa and Andreus (2020) is how successfully an employee executes the specified job. This concept relates to the completion of a job. Chandrasekara (2019) defined employee performance as the whole anticipated value from workers' behaviors carried out over a period of time.

In this definition, employee performance relates to an employee's contribution to the company. The behavior of an employee that is either helping or harming the company is referred to as the employee's value to the organization. Employee performance is now defined as "the entire anticipated value to the organization of the discrete behavioural episodes that an employee performs over a standard time," according to the new definition. Despite the fact that they have updated their definitions of employee performance, they still imply that work performance is a quality of behavior or sets of behaviors exhibited by specific workers at various times or over a period of time.

The behaviors to be assessed will be in terms of how much they help or hurt the organization. As a result of these definitions, performance is a multifaceted concept that comprises task performance as well as contextual performance. Despite the fact that Laulie, Do and Briceno (2020) did not include counterproductive behavior in the recognized component of employee performance, according to their definition, it is already included. Sahi and Ahmad

(2019), on the other hand, introduced a third dimension to these two: unproductive behavior.

It refers to "any purposeful behavior on the part of an organizational member that the organization considers to be incompatible with the organization's legitimate interests." Unlike the definitions offered by Abun (2022) and Patro and Raghunath (2018), which refer to task performance and output or result, Motowidlo and Kell (2012) do not include result as a part of the performance because if the result is included, the value of the employee or set of employee behaviors will not be taken into account in the performance evaluation.

The term "performance" refers simply to behavior, not to the end outcome. Employees often put out effort in their employment, yet the result may not be attained due to other causes or situations. Task performance, contextual performance, and counterproductive behavior are the only three aspects to be assessed, according to this concept. The activities taken by workers to create the results are referred to as task performance. While contextual performance refers to the behavior that aids in the production of the output (Li et al. 2013). Counterproductive behavior is a dysfunctional behavior that is actively carried out against the organization's best interests (Jain & Ansari, 2018).

In summary, the present study focuses on three aspects of employee performance: task performance, contextual performance (Collen, 2019), and counterproductive behavior, based on the many dimensions given by different scholars (Van Zoonen, 2005). According to the current researcher, the three dimensions constitute a collection of job-related behaviors. These three elements

of job performance, according to Motowidlo and Kell (2012), are well-established dimensions of work performance. Though adaptable performance seems to be an intriguing factor to incorporate, it is still a component of a larger collection of behaviors. As a result, adaptive performance and additional dimensions proposed by many scholars have already been included into the three dimensions.

Empirical Review

Perceptions of politics indicate that political behaviours tend to cause increased stress, reduced confidence, and reduced performance (Abbas et al., 2015). Bodla et al. (2015) explain that these individually-distinct outcome behaviours of employees offer significant insights into the thoughts, feelings, and behavioural intentions that employees form towards their organisation. Yang (2017) argues that employees often get involved in organisational politics fearing victimization by other group members or senior-level employees and managers. Also, Shafiq et al. (2014) indicate that politics plays an instrumental role in shaping employees discernment of fairness and transparency at an organisation. This discernment may lead to a belief that the organisation does not treat people fairly, indulges in acts of discrimination, favouritism, which may engender negative employee behaviour.

In Pakistan's private colleges, Ahmed (2018) investigated organizational politics and turnover intentions. This research aimed to see whether there is a link between employee turnover intention and organizational politics and its three antecedents (favoritism, salary and advancement, and shortage of resources) in private universities. Multan was used to gather data from the respondents. The hypotheses were tested using a quantitative strategy that included regression

analysis. According to the findings of the research, when a business engages in favoritism, delayed compensation and advancement, and struggles with resource shortages, employee turnover increases.

Nwizia, Ojiabo, and Alagah (2017) looked at whether there is a link between organizational politics and employee job satisfaction in the Rivers State health sector. A cross-sectional research approach was used in this study. Using the Krejcie and Morgan (1970) table, a sample size of 274 was used. The major data source for gathering information from respondents was a questionnaire. A total of 274 questionnaires were issued, with 245 being returned. The data was analyzed and hypotheses were tested using Spearman's rank order correlation coefficient statistic using the Statistical Package for Social Science (SPSS). According to the results, there is a positive association between organizational politics and employee job happiness, and organizational politics has an impact on employee work satisfaction in Rivers State's health sector. The study concluded that management in Rivers State's health sector should emphasize and focus more effort on positive political behavior that will drive workers' job satisfaction, and management should implement a good and appropriate pay structure that includes how pay, bonuses, and performance will be evaluated.

Elkhalil (2017) compared the United States and Lebanon in terms of organizational politics and employee behavior. The goal of the research was to see how workers in the United States and Lebanon respond to organizational politics within their respective cultures. The purpose of the research was to discover the cultural values and how each employee reacts differently in the face of

organizational politics. A survey-based research approach was used, with 352 participants, 176 from each of the study countries. To gather the necessary information for the study's conclusion, a structured questionnaire was used. The data was analyzed using SPSS version 23, which included a correlation matrix, T-test, and descriptive statistics. Findings showed that power distance and gender role differentiations among Lebanese workers resulted in poor motivation and significant job-related stress among US employees.

Mensah (2013) looked at the link between Perceived Organizational Politics, Organizational Commitment, and Organizational Citizenship Behavior in two Accra-based public sector firms. Data was collected from 160 Ghana Standards Authority participants using a correlational study approach. The questionnaires utilized in the research were the Kacmar and Carlson (1997) Perceived Organizational Politics scale, Cook and Wall (1980) Organizational Commitment scale, and Moorman and Blakely (1995) Organizational Citizenship scale. It was shown that employees' Perceived Organizational Politics and Organizational Commitment had a negative association. Perceived Organizational Politics and Organizational Citizenship Behaviors have a negative association, whereas Organizational Commitment and Organizational Citizenship Behavior have a favorable link. However, no link was found between the characteristics of Perceived Organizational Politics and Commitment in the research.

Kaya, Aydin, and Ayhan (2016) investigated how various members of an organization's organizational politics influence how members of the organization interpret organizational justice and how it relates to employee departure choices. A

total of 259 questionnaires were completed and acquired from various public and private sector individuals for the research. To investigate the link between the variables in the research, confirmatory factor analysis, correlation, and regression analyses were performed. Organizational politics had a favorable influence on perceived organizational fairness and desire to quit, according to the study's results.

Abbas and Awan (2017) looked at the impact of organizational politics on employee performance in Pakistani government agencies. A comprehensive examination of the literature was conducted in order to demonstrate empirical impressions of the postulated links. A total of 15 public sector personnel from Pakistani organizations were chosen. Regression analysis was used to statistically examine the data. Following the study's completion, the findings revealed that organizational politics had a favorable impact on employee performance. The research concluded that management must first understand how workers perceive organizational politics and then devise strategies to reduce employee perceptions of organizational politics while also improving employee performance.

Okeke and Mbah (2019) investigated the causes and identification of employee politics, as well as their influence on the banking industry's performance in Pakistan. The study's primary factors were language, experience and position, cultural enmity, religious lobbies, gender discrimination, and referral employment. The study used quantitative and survey research methods. The data was analyzed using descriptive statistics. 160 workers were chosen at random from the target group using a simple random selection procedure. According to the findings of the study, there should be a standardize Human Resource Management, which includes

posting the right person to the job, bracing courses, conducting orientation on emerging banking and problem solving, and meetings with employees to resolve problems that may arise between employees and management, as well as transparency and merit system in all matters.

The association between organizational politics and job-related outcomes was investigated by Khalid and Ishaq (2015). To address the issues of work satisfaction, turnover intentions, and organizational commitment, correlational design was developed. The sample size for this study was 35 workers. Organizational politics has a favorable influence on projected turnover intentions, but a negative effect on expected organizational commitment and job satisfaction, according to the data.

The influence of organizational politics on employee performance in the private sector in Nigeria was investigated by Ugwu, Ndugbu, Okoroji, and Kalu (2014). The case study was picked from Zenith Bank Plc and Alcon Plc in Nigeria. Following the completion of the study, it was discovered that poor political behavior has a negative impact on employee performance and lowers organizational productivity, while good political behavior has a positive impact on employee performance and raises organizational productivity.

Abubakar (2014) investigated if there is a link between perceived organizational politics, organizational trust, perceived human resource management practices, and employee turnover among Nigerian public hospital Registered Nurses. The hypotheses were tested using multiple regression analysis. The research enlisted the help of 175 Registered Nurses. The study's findings

demonstrate that nonemployee departure intentions are significantly influenced by perceived organizational politics. The second finding revealed that employee turnover intentions are negatively influenced by corporate trust and perceived human resource procedures.

Okeke and Mbah (2019) investigated how different workers of diverse companies perceive organizational politics, as well as how it affects organizational justice and choices concerning employee turnover rates. There were a total of 259 surveys performed. The association between these variables was determined using confirmatory factor analysis, correlation, and regression studies. Organizational politics has a considerable impact on perceived organizational fairness and desire to quit, according to the findings of the research.

Olasupo, Idemudia, Arowosegbe and Fagbenro (2019) investigated the impact of organizational politics on employee career development in a few Edo State postsecondary institutions. The goal of the research was to see whether there is a link between organizational politics and employee career growth at the tertiary institutions under investigation. The study was conducted using a survey research approach. For the research, a total of 305 people were utilized. The information was gathered using a standardized questionnaire. Pearson product moment correlation coefficient analysis was used to assess the hypotheses. According to the conclusions of the research, there is a very substantial relationship between organizational politics and employee career development in Edo State postsecondary institutions.

Lessons from empirical review

In terms of the variables under examination, the link between organizational politics and employee performance is not precisely spelled out in the literature review above. The majority of scholars have conducted considerable study into the views of organizational politics and employee performance in nations such as Nigeria, India, and the United States. According to the empirical review, organizational politics studies have been conducted in many regions of the globe, but only a few have been conducted in Ghana and in a public sector institution such as the Bekwai Municipal Assembly. With reference to solely public sector institutions such as the Bekwai Municipal Assembly, this research sought to bridge the gap on how organizational politics affects workers. Also, studies have not focused on organizational politics looking at the aspects of existence of dominant group of individuals, organizational reward practices and political behaviours.

Conceptual Framework

According to Imenda (2014), a conceptual framework is an end result of bringing together a number of related concepts to explain a given event and also give a wider understanding of the research problem.

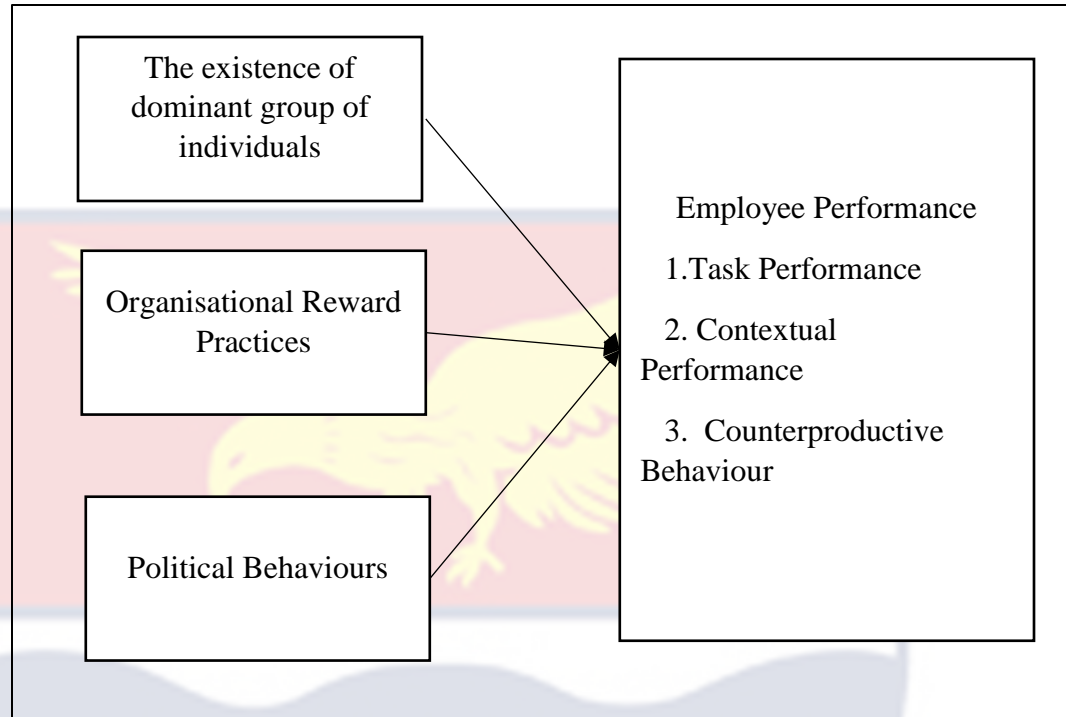


Figure 1: Conceptual Framework

Source: Author's own construct (2022)

Figure 1: The conceptual framework of this study includes three independent variables and one dependent variable. Independent variables are factors that influence the dependent variable. The independent variables in the study consist of the existence of dominant group of individuals, organisational reward practices and political behaviours. The dependent variable is employee performance.

Chapter Summary

The chapter provided information about the literature review in terms of theoretical review, conceptual review, empirical review and conceptual framework. It provided information that guaranteed the understanding of the concepts under

consideration. The empirical review provided grounds for comparison of results in literature. The theoretical review provided insights for explaining the purported relationship existing among the variables of interest, given the nature of empirical relationships established by the empirical review.



CHAPTER THREE

RESEARCH METHODS

Introduction

The chapter provides overview of the scientific research methodological techniques, tools, assumptions and procedures employed in carrying out this empirical study. Scientific justifications were provided to prove the various choices made in respect of the research approaches, design, instrument, data collection method and data processing and analysis utilized on conducting this empirical study.

Research Design

Research design can be defined as the overall strategy chosen by the researcher to integrate various components of the study in a manner that is coherent and logical to facilitate effective attainment of research objectives (Yin, 2013). The researcher used an explanatory research design in this empirical study. The study empirically sought to examine how changes in organizational politics influence change in the degree of employee performance among workers in Bekwai Municipal Assembly. This purpose clearly is seeking to establish a cause-and-effect relationship through the use of a quantitative research approach. This approach is well-recognized by empirical studies (Singhal & Kapur, 2022).

With the use of the explanatory research design, numerical values were used to measure the variables and constructs (Hatamleh & Kanaan, 2021; Kumar, Connell & Bhattacharyya, 2021). This was done with the use of structured

questionnaires. The participants merely ticked the appropriate responses that reflected their opinions on the variables that were measured. Based on this, numerical coding was carried out which eventually created the means to analyzing the primary data with statistical techniques that examined how changes in the independent variables influenced change in the dependent variable (Biecek & Burzykowski, 2021).

Research Approach

The study, given the nature of the overall purpose of the study, adopted a quantitative research approach. This quantitative approach of the study was fueled by the nature of the measurement of the variables as well as the statistical techniques employed for the analysis of the formulated research objectives in the context of the study. Since coding for the structured responses was done with numerical values, the use of statistical techniques (multiple regression) for the analysis of the formulated research objectives was justified (Liang et al., 2022).

Also, with the quantitative research approach, assumptions underlying the usage of the inferential statistical techniques were tested via appropriate metrics and this in a way proved the insights from the research findings are scientifically reliable and accurate for informed decision-making (Hanin, 2021). The objectivity-orientation supported by the positivism paradigm of the study clearly supports the use of scientific methods to examine phenomena in the real world, and this once again flourishes on objective measurement of variables in the most effective and accurate manner. This quality is thus actively projected by the quantitative research approach employed in the context of the study (Le & Schmid, 2022).

Organisation Used for the Study

Politically and administratively, the Municipality covers the entire Bekwai Constituency. Some of the major settlements are Bekwai, Anwiankwanta, Dominase, Kokofu, Essumeja, Poano, Ofoase-Kokoben, Abodom, Bogyawe, Senfi, Huntado, Amoafu, Dadease, Kensere, Akyeremade, Dotom, Koniyaw and Kokotro. The Assembly sitting is chaired by a Presiding Member (PM) elected from among the members of the Assembly. The Assembly performs its functions through the Executive Committee chaired by the Municipal Chief Executive and a network of sub-committees. The Executive Committee exercises executive and co-ordinating functions of the Assembly while the six sub-committees collate and deliberate on issues relevant to their functional areas. The sub-committees are Development planning, Social Services, Works, Finance and Administration, Justice and Security as well as Education. The Municipal Assembly has 13 decentralized departments (Okofu, Anderson, Bedu-addo & Armoo, 2021).

Population of the Study

Muse and Baldwin (2021) posits that population is the group that the researcher is interested about for the purpose of collecting data, analyzing the data and generalization of findings. The target population for this study is made up of the staff of the Bekwai Municipal Assembly. The population is one hundred and twenty (120) staff. The population was made up of employees and management.

Sampling Procedures

Since it was not practically feasible to include all the elements in sampling frame in this study, it was necessary to determine a minimum representative sample size from the accessible population (Kothari, 2004). As a rule of thumb, for a population less than 1000, a sample of 30% is sufficient in representing the entire population (Heckmann, Gegg, Gegg & Becht, 2014). G*power software (Version 3.1.9.2) was used to determine the minimum sample size for this study. Using the G*power application for this exercise is recognized as a scientific approach to sample size determination social science studies (Serdar, Cihan, Yücel & Serdar, 2021).

The input parameters that influenced the determination of the minimum sample size of 107 are as follows [Effect size=0.15; err prob=0.05; power=0.95; number of predictors=2] with F-test family orientation grounded on linear multiple regression: Fixed model r² deviation from zero from statistical test point of view. Simple random sampling was applied as it allowed generalization of findings to a big sized population with a small error margin. With this approach, random numbers were generated through a computer application for all the elements in the sampling frame that had been serially configured. All elements had equal chance of selection (Pattern & Newhart, 2017) which is a typical requirement for inferential statistical techniques used for the analysis of the primary data gathered through the structured questionnaire administration (Mayer, 2015). At least 30% sample of the population is considered generally acceptable (Mishra et al. 2019) and this sample size far exceeds this requirement.

Data Collection Instrument

For the purpose of this research, both the primary and the secondary data will be collected. The researcher used self-administer questionnaires to collect the data. The questionnaire was divided into four sections. Section A collected data on basic demographic information of the respondents such as sex, working experience, marital status, age range and educational level; Section B examined organizational politics. Section C examined captured information on employee performance. The structured questionnaire used a typical closed-ended questioning technique and a customized five-point Likert scale to measure the opinions of the participants. The questionnaire is attached to appendix A in this report. It became vital to examine the validity of the scales that were used to measure the constructs and principal component factor analysis was used for this test. The results are hereby presented.

Validity Results

Table 1: KMO and Barlett's Test of Sphericity

Construct	KMO	andBarlett's Test	Test	of
	Bartlett's Test	Sphericity (Sig.)		
Existence of dominant group of individuals	0.759		0.000	
Organisational reward practices	0.645		0.000	
Political beaviours	0.894		0.000	
Employee Performance	0.748		0.000	

Source: Field survey, (2022)

In order to ascertain the validity of the scales that were used to conduct the study, a factor analysis was conducted. The Kaiser-Meyer-Olkin Measure of

Sampling Adequacy (KMO) value should be more than 0.5 and the Barlett's Test of Sphericity value should be significant (that is, sig. value should be 0.05 or smaller). From table 1, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) values for existence of dominant group of individuals, organizational reward practices, political behaviours and employee performance are 0.759, 0.645, 0.894 and 0.748 respectively. The Barlett's Test of Sphericity values are (p 0.000, 0.000, 0.000 and 0.000) respectively, so they are significant. Therefore, the factor analysis is appropriate.

Validity of Existence of dominant groups

Table 2: Component Matrix for Intrinsic Motivation

	Component 1
EDG 1	0.931
EDG 2	0.920
EDG 3	0.910
EDG 4	0.722
EDG 5	0.488

Source: Field survey (2022)

Indicators for measuring existence of dominant groups in the context of this empirical study all had component scores higher than 0.3 hence, all the items were considered as significantly measuring the intrinsic motivation construct.

Table 3: Component Matrix for Organisational Reward Practices

	Component 1
--	----------------

ORP 1	0.863
ORP2	0.850
ORP3	0.809
ORP4	0.656
ORP5	0.617

Source: Field survey (2022)

Indicators for measuring organizational reward practices in the context of this empirical study all had component scores higher than 0.3 hence, all the items were considered as significantly measuring the organizational reward practices construct.

Validity for Political behaviours

Table 4: Component Matrix for Political Behaviours

	Component 1
PB1	0.944
PB2	0.940
PB3	0.931
PB4	0.928
PB5	0.918
PB6	0.861
PB7	0.843
PB8	0.817
PB9	0.816
PB10	0.523
PB11	0.768

Source: Field survey (2022)

Indicators for measuring political behaviours in the context of this empirical study all had component scores higher than 0.3 hence, all the items were considered as significantly measuring the employee performance construct.

Validity for Employee Performance

Table 5: Component Matrix for Employee Performance

	Component
	1
EP1	0.944
EP2	0.904
EP3	0.894
EP4	0.883
EP5	0.876
EP6	0.861
EP7	0.854
EP8	0.852
EP9	0.801
EP10	0.785
EP11	0.782
EP12	0.766
EP13	0.663
EP14	0.654
EP15	0.650
EP16	0.617
EP17	0.607
EP18	0.691
EP19	0.615
EP20	0.334

EP21	0.862
EP22	0.390

Source: Field survey (2022)

Indicators for measuring employee performance in the context of this empirical study all had component scores higher than 0.3 hence, all the items were considered as significantly measuring the employee performance construct.

Reliability Results

Reliability for the primary data collected for the respective constructs was measured with the internal consistency approach with the Cronbach's Alpha a proxy measure (Bollen, 2019). The ideal Cronbach's alpha coefficient value of a scale should be greater or equal to 0.5. The findings are presented in Table 5.

Table 6: Reliability

Construct	Cronbach's Alpha	No. of Items
EDG	0.876	5
ORP	0.816	5
PB	0.938	11
EP	0.939	22

Source: Field survey, (2022)

The reliability of the scales selected and included in the study was checked to ascertain their internal consistency, that is, the degree to which the items that make up the scale hang together. The Cronbach's alpha coefficient is one of the most commonly used indicators of internal consistency. In this study, the Cronbach's alpha coefficient for existence of dominant group scale, organizational

reward practices scale, political behaviours scale and employee performance scale are 0.876, 0.816, 0.938 and 0.939 respectively. These values are above 0.5, so the scales can be considered reliable with the sample used.

Data Collection Procedure

Primary data were collected from the staff using a self-administered closed-ended question. The researcher administered the questionnaire individually to the respondents. The researcher ensured that all questionnaires issued to the respondents are received. To achieve this, the researcher maintained a register of questionnaires, which were sent. The questionnaire was administered using a drop and pick later method to the sampled respondents. 107 questionnaires were subsequently issued to the qualified participants. The drop and pick method are preferred for questionnaire administration so as to give respondents enough time to give well-thought-out responses.

The data collection took four months for its completion (February, 2022-May, 2022). The reminder mobile phone calls and the messages on the WhatsApp platform strongly supported the response rate, hence, a response rate of 100% was recorded because all the participants returned the completed questionnaires in agreed time for data processing and analysis (Bollen, 2019). Besides, informed consent that was sought from all the participants caused them to willingly respond to the demands of the instrument (Thannhauser, Morris & Gamble, 2021).

Ethical Considerations

To ensure that ethical principles were upheld, the researcher obtained an introductory letter from the University of Cape Coast, Department of Management. This letter was forwarded to the study organisation. This letter served as an identification for the researcher. The study upheld the highest ethical standards with regard to issues such as informed consent, confidentiality, privacy and anonymity. Participants were given the needed information to make an independent decision as to whether to participate or not. Also, the information gathered was used solely for the intended purpose.

The study also made sure all sources consulted were dully acknowledged through the referencing list provided. The study also performed plagiarism checking to ensure that ideas of other researchers are not unduly copied in the context of this study. this authenticated the claim of total ownership by the researcher. Furthermore, the results obtained after the data processing and analysis in respect of the specific research objectives were presented without any deliberate and fraudulent manipulation which collectively proves the reliability and the insights gained from the findings of this empirical study.

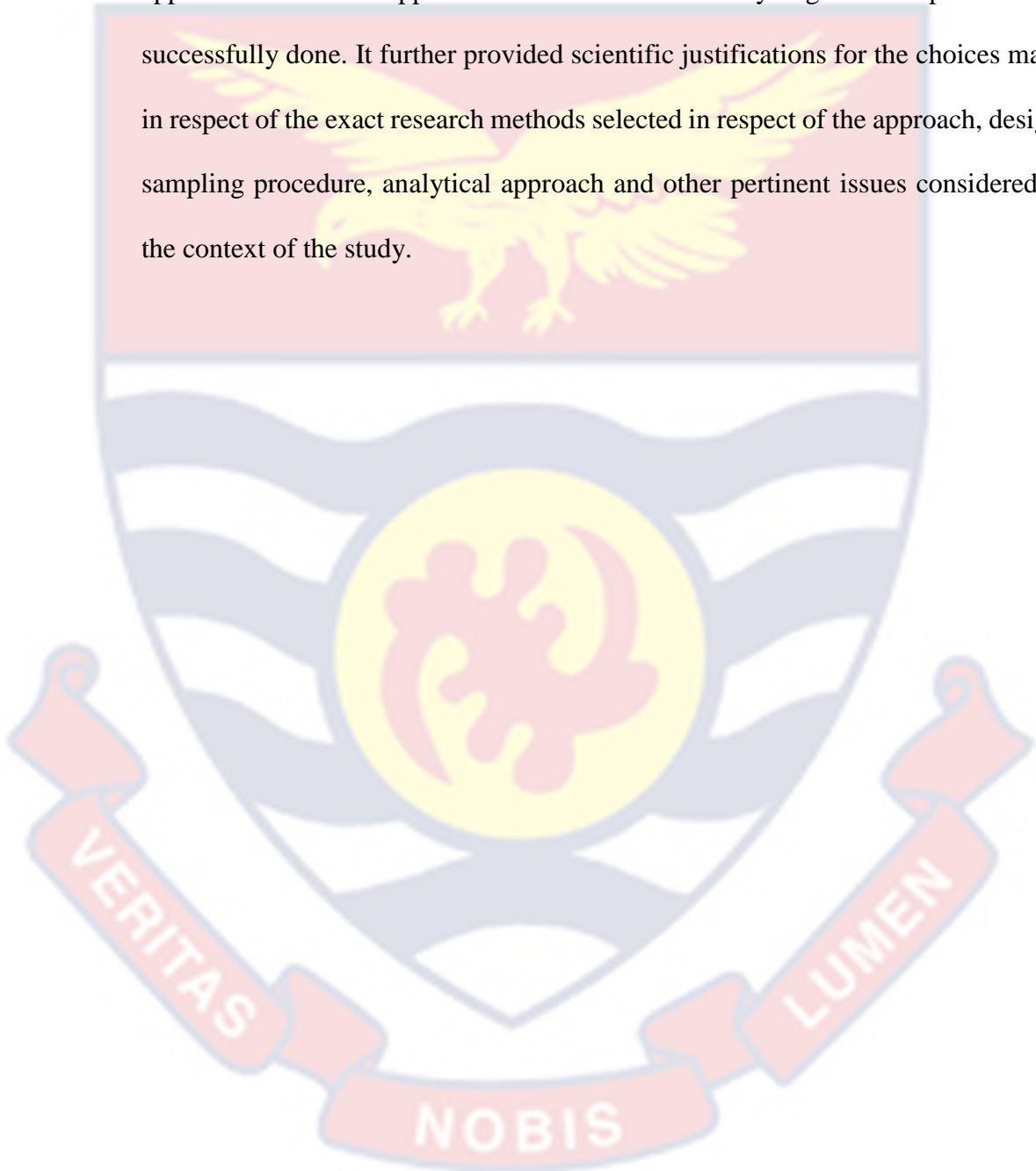
Data Processing and Analysis

The study adopted descriptive and inferential statistics to analyse the data. The researcher first conducted normal distribution test for the dependent variable to establish the normality of the data. The completed questionnaires were edited to ensure consistency and completeness. Codebook was created for the structured questionnaire which guided the coding in the Statistical Package for Social Science (SPSS version 25.0) after this data entry was carried out. With a completed data file, descriptive statistics were run to detect missing values and outliers. This helped the researcher obtain accurate data file for the data analysis. Both descriptive and inferential statistics were used to analyze the data. Descriptive statistics such as frequencies and percentages were employed to examine the demographic characteristics of the participants.

Inferential statistics of multiple regression was used to test objective one, two and three. The following diagnostic tests were conducted prior to the data analysis in respect of the regression analysis. Multicollinearity was tested using variance inflation factor VIF. VIF values > 10 indicate potentially harmful collinearity in the estimated model (Alin, 2010). The test for autocorrelation was performed to establish whether residuals are correlated across time (autocorrelation) with the Durbin Watson criterion. To avoid the threat of autocorrelation between the predictor(s) and the dependent variable in an estimated linear regression model, Durbin Watson scores within the threshold of 1.5-2.5 is recommended (Pallant, 2020). The findings were presented in Table and Figures.

Chapter Summary

The chapter has provided information about the various methodological approaches that were applied in the context of the study to get this empirical study successfully done. It further provided scientific justifications for the choices made in respect of the exact research methods selected in respect of the approach, design, sampling procedure, analytical approach and other pertinent issues considered in the context of the study.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The study examined the effect of organizational politics on the performance of the employees of Bekwai Municipal Assembly. Organisational politics had three sub-dimensions namely existence of dominant groups, organizational reward practices and political behaviours and these dimensions were considered as the independent variable whilst employee performance was considered as the dependent variable. The previous chapter provided information on the research methodology used in the conduct of this empirical study. This chapter gives information related to the findings of the study in lieu of the specific research objectives, as well as the discussions made in that respect

Demographic Data

Respondents from Bekwai municipality have been explained below based on sex, age, educational qualifications and employee years' of experience at the municipality.

Table 7: Demographic Characteristics

Variable	Options	Frequency	Percentage
Sex	Male	60	56.07%
	Female	47	43.93%
Age Range	18-25	15	14.01%
	26-35	31	28.97%
	36-45	16	14.95%

	Above 45	45	42.07%
Qualification	Secondary and less	12	11.2%
	Diploma	51	47.7%
	Bachelor	24	22.4%
	Masters and higher	20	18.7%
Years of Experience	Less than 2 years	21	19.6%
	2-5 years	16	15.0%
	More than 6 years	62	57.9%

Source: Field survey (2022)

Table 7 gives information about the demographic statistics of the participants who took part in the study. Males form a majority of the participants (56%), although females are fairly represented. The age range results show that most of the respondents (42%) are above the age 45 years. The age range, therefore, shows that most of the workers are matured enough to give in their maximum effort and guidance for the general operations of the Municipal Assembly. Also, the qualification results show that most of the participants are diploma holders. This results prove that most of the workers of Bekwai Municipal are well educated and that they have the requisite skills and qualifications to help the organisation to achieve its performance goals. It also means that they have a clearer and better understanding of the operations of the assembly.

The years of experience results indicates that 58% of the respondents have worked more than 16 years. This result shows that the participants have enough

knowledge of the operations of the organization and that they are conversant with the organizational politics that occur in the organisation. Being conversant with the organizational politics provides grounds for evaluating the influence of these practices on the performance of the employees of the municipality.

Preliminary Analysis

Table 8: Descriptives

	Statistic	Std. Error
Mean	3.5970	.07871
95% Confidence Interval for Mean	Lower Bound	3.4403
	Upper Bound	3.7536
5% Trimmed Mean	3.6305	
Median	3.9091	
Variance	.502	
Std. Deviation	.70839	
Minimum	2.18	
Maximum	4.45	
Range	2.27	
Interquartile Range	1.07	
Skewness	-.800	.267
Kurtosis	-.708	.529

Source: Field Survey (2022)

A critical observation of the skewness results proves that the skewness and kurtosis scores do not go beyond the -2.58 to 2.58 threshold, consequently, the conclusion that the data for the distribution on the dependent variable is approximately normally distributed (Bhatti, Soomro & Shah, 2021).

Common Method Bias

Table 8: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Existence of dominant groups	3.376	67.526	67.526	3.118	62.358	62.358
Org. Reward Practices	2.932	58.638	58.638	2.511	50.214	50.214
Political Behaviours	7.435	67.592	67.592	7.199	65.448	65.448
Employee performance	10.683	48.558	48.558	10.324	46.929	46.929

Source: Field survey (2022)

Table 8 shows the results in respect of the common method bias as measured through the Harman's Single Factor Method. From the results, it could be observed that there is the presence of the threat of common method bias concerning how the respondents completed the structured questionnaires by the way they responded to the items because the % of variance score is more than 50% for the individual constructs with the exception of the construct "employee performance" (Pallant, 2020).

Objective 1: The effect of the existence of dominant group in the organisation on the performance of employees

Linear regression was conducted to examine how changes in organizational politics predict changes in employee performance at the Bekwai Municipal Assembly. Coefficient of determination measures how a change in the independent variable causes changes in the dependent variable (Kassem, Khoiry & Hamzah, 2020). In regression models, it is measured by the r-square. R-square scores that are greater than 0.67 are termed as substantive, those that are greater than 0.33 but less than 0.67 are classified moderate and those that are less than 0.33 are labeled weak (Kassem, Khoiry & Hamzah, 2020).

In this study, the interpretation of the r-square is hinged on the above criteria. Moreover, the data was transformed in order to obtain composite variables for the constructs that were investigated (existence of dominant group, organizational reward practices, political behaviours and employee performance) so as to support the holistic approach to the data analysis in respect of the formulated specific research objective. The presentation of the results of the linear regression are as follows:

Table 9: Model Summary^b

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	.750 ^a	.562	.556	.47185	1.258

a. Predictors: (Constant), Existence of dominant group

b. Dependent Variable: Employee Performance

Source: Field Survey (2022)

As part of the assumptions underlying the usage of inferential statistics of linear regression, serial or autocorrelation was measured with the Durbin Watson criterion (Turner, 2020). Serial or autocorrelation was measured with the Durbin Watson criterion and Durbin-Watson score within the threshold of 1-5 to 2.5. Observation of the results proves there is no threat of serial or autocorrelation between the predictors (Existence of dominant group) and employee performance hence the need to examine the relationship between the predictors and employee performance as well as to examine the impact of the predictors on employee performance.

Table 10: Model Summary^b

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	.878 ^a	.771	.768	.34107	1.364

a. Predictors: (Constant), Existence of dominant group

b. Dependent Variable: Employee Performance

The joint correlation between the predictor (existence of dominant group) shows that there is a strong positive linear relationship between existence of dominant group and employee performance at the Bekwai Municipal Assembly ($r=0.750$). This result signals whenever scores on the predictor increase to a larger extent, scores on employee performance also increases to a large extent and whenever scores of the predictor (existence of dominant group) decrease to a larger extent, scores on employee performance also decreases to a large extent.

The signal this result provides is that the more employees experience organizational politics in the form of existence of dominant groups, the more their level of performance improves and the more the employees do not experience existence of dominant groups, the more their performance drops. However, this result does not mean there is a causal relationship between existence of dominant groups and employee performance, hence the need to further examine this further through the co-efficient of determination results.

The results of the co-efficient of determination prove that changes in the predictor measured by existence of dominant groups account for 56.2% positive change in the level of performance when the factors that affect employee performance are statistically controlled for ($r\text{-square}=0.562$). Therefore, the model proves that other factors affecting changes in employee performance at the workplace of the study could possibly account for 43.8% change in employee performance.

Therefore, the study confirms the position that the existence of dominant groups at Bekwai Municipal Assembly are producing meaningful organizational results in terms of improving the state of employee performance among the workforce of the organisation. However, this result does not authenticate whether this impact is due to chance or not due to chance hence the need to examine this significance level of the estimated model in the ANOVA.

Table 11: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	22.557	1	22.557	101.316	.000 ^b
1	Residual	17.588	79	.223		
	Total	40.145	80			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Existence of dominant group

Source: Field Survey (2022)

The ANOVA results give an indication of the state of the significance level of changes in the dependent variable as ascribed by changes in the predictor (existence of dominant group). Therefore, it can be concluded that existence of dominant group account for a statistically significant positive strong variation in employee performance when the effect of other factors affecting employee performance apart from changes in existence of dominant groups are controlled for.

Therefore, it is now established that existence of dominant groups has a significant impact on the employee performance level at the Bekwai Municipal Assembly.

As a result, management should give special attention to improving organizational politics in the form of the existence of dominant groups so as to improve employee performance. This finding is in consonance with the idea expressed in the social exchange theory that the nature and the extent of the organizational politics determines the extent of the performance of employees (Huang, Zhang, Gursoy & Shi, 2020). Thus, the position of the social exchange theory that all social relationships are rooted within an exchange context (de Souza Meira & Hancer, 2021) is strongly supported by the relationship existing between organizational politics and employee performance at the Bekwai Municipal Assembly. When the dominant groups can influence employees by giving guidance and direction to achieve the objectives, it leads to a rise in individual performance.

The study proves that given the state of the organizational politics through the existence of dominant groups determines the extent to which employees' performances are enhanced (Alemnesh, 2020). SET can be used to support the dominant group-performance relationship because this will produce good organisational performance in the long run. Employees who are satisfied with the direction and support they receive from this group will feel motivated to work harder to achieve high team performance. The findings support the position held by some previous empirical studies that organizational politics (existence of dominant groups) influence employee performance (Julius et al., 2017; Kaya, Aydin & Ayhan, 2016; Olasupo et al., 2019). The study however, went contrary to the

findings of Ahmed (2018) and Abbas et al. (2017) whose studies posited that organizational politics negatively influence employee performance.

Table 12: Coefficients^a

Model	Unstandardized		Standardized	T	Sig.	Collinearity Statistics	
	Coefficients		Coefficients			Tolerance	VIF
	B	Std. Error	Beta				
(Constant)	1.218	.242		5.030	.000		
1 Existence of dominant group	.653	.065	.750	10.066	.000	1.000	1.000

a. Dependent Variable: Employee Performance

The threat of multicollinearity was measured with the VIF scores. VIF scores < 10 signals there is no threat of multicollinearity in the estimated regression model (Mammadova & Özkale, 2021). Observation of the VIF scores in the estimated model proves there is no multicollinearity problem in the tested regression model. It was observed that the contribution of the existence of dominant groups to predicting the statistically significant positive variance in employee

performance shows that existence of dominant groups has a high and statistically significant positive contribution, to predicting the change in employee performance (Beta=0.750; p=0.000) when the effects of other predictors in the model are statistically controlled for.

In an unstandardized term, a unit increase in the existence of dominant groups causes a significant 0.653 increase in employee performance and vice-versa. Therefore, it is established that existence of dominant groups makes reliable contributions to changes in employee performance at the Bekwai Municipal Assembly. Mathematically, the estimated regression model is given below:

$$\text{Employee performance} = 1.218 + \text{EDG} * 0.653$$

The finding supports the collective positions championed by some previous empirical studies (Ganta, 2014; Al-Madi et al., 2017; Abner et al., 2019; Benjamin, Antwi & David, 2020). The study shows that the existence of dominant groups at Bekwai Municipal Assembly has statistically significant positive effect on employee performance after the effects of other factors that have the potential to improve employee performance are statistically controlled for. Therefore, the scientific managerial approach of encouraging the use of organizational politics for improved employee performance is justified by the findings of this study.

Objective 2: The effect of organizational reward practices on the performance of employees

Table 13: Model Summary^b

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	.878 ^a	.771	.768	.34107	1.364

a. Predictors: (Constant), Organisational Reward Practices

b. Dependent Variable: Employee Performance

The joint correlation between the predictor (organizational reward practices) shows that there is a strong positive linear relationship between reward practices and employee performance at the Bekwai Municipal Assembly ($r = 0.878$). This result signals whenever scores on the predictor increase to a larger extent, scores on employee performance also increases to a large extent and whenever scores of the predictor (reward practices) decrease to a larger extent, scores on employee performance also decreases to a large extent.

The signal this result provides is that the more employees are rewarded, the more their level of performance improves and the more the employees are not rewarded, the more their performance drops. However, this result does not mean there is a causal relationship between organizational reward practices and employee

performance, hence the need to further examine this through the co-efficient of determination results.

The results of the co-efficient of determination prove that changes in the predictor measured by organizational reward practices account for 77.1% positive change in the level of performance when the factors that affect employee performance are statistically controlled for ($r\text{-square}=0.771$). Therefore, the model proves that other factors affecting changes in employee performance at the workplace of the study could possibly account for 22.9% change in employee performance.

Therefore, the study confirms the position that organizational rewards at Bekwai Municipal Assembly are producing meaningful organizational results in terms of improving the state of employee performance in the organisation. However, this result does not authenticate whether this impact is due to chance or not due to chance hence the need to examine this significance level of the estimated model in the ANOVA.

Table 14: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.955	1	30.955	266.099	.000 ^b
	Residual	9.190	79	.116		
	Total	40.145	80			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organisational Reward Practices

The ANOVA results give an indication of the state of the significance level of changes in the dependent variable as ascribed by changes in the predictor (organizational reward practices). Therefore, it can be concluded that organizational reward practices account for a statistically significant positive strong variation in employee performance when the effect of other factors affecting employee performance apart from changes in organizational reward practices are controlled for. Therefore, it is now established that organizational reward practices have a significant impact on the employee performance level at the Bekwai Municipal Assembly.

As a result, management should give special attention to improving the organizational reward packages of their employees so as to improve employee performance. This finding is in consonance with the idea expressed in the social exchange theory that under the field of the nature of human behavior that human beings are searching for rewards and at the same time, they are finding ways to avoid penalties (Ganta, 2014). The rewards obtained influence the behaviour of the employees to enhance their performance in order to avoid the threat of withdrawal of those organisational packages (Helm, Rolfes & Günter, 2006).

Thus, the position of the social exchange theory that all social relationships are rooted within an exchange context (de Souza Meira & Hancer, 2021) is strongly supported by the relationship existing between organizational reward practices and employee performance at the Bekwai Municipal Assembly on the premise that a person will act in accordance with the rewards and punishment that they are most likely to receive (Cook & Rice, 2006). In essence, rewarded habits would possibly

cause repetitions and vice versa. SET was also built on the idea that, in performing behaviors, there are elements of reciprocity as an exchange rule (Cropanzano & Mitchell, 2005).

In the context of employee performance, this means that for any behavior performed by employees, they also hope to earn some sort of rewards in exchange. As such, social exchange is expected to occur when team members feel that they have received effective team inputs. For instance, team members will be more motivated to achieve performance when they feel that the other members provide better quality relationship for an exchange. The logic that whenever one party receives benefits from another party, the receiving party feels compelled to repay favours to maintain this rewarding exchange tie is also strongly supported by this empirical study (Tsen, Gu, Tan & Goh, 2021). The findings support the position held by some previous empirical studies that organizational reward practices affect employee performance (Elkhalil, 2017; Kaya, Aydin & Ayhan, 2016).

Table 15: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics
	B	Std. Error	Beta			Tolerance VIF
1	(Constant)	.525	.192		2.736	.008

Organisational	.830	.051	.878	16.313	.000	1.000	1.000
Reward Practices							

a. Dependent Variable: Employee Performance

The threat of multicollinearity was measured with the VIF scores. VIF scores < 10 signals there is no threat of multicollinearity in the estimated regression model (Mammadova & Özkale, 2021). Observation of the VIF scores in the estimated model proves there is no multicollinearity problem in the tested regression model. It was observed that the contribution of organizational reward practices to predicting the statistically significant positive variance in employee performance shows that organizational reward practices make strong and statistically significant positive contributions respectively, to predicting the change in employee performance (Beta=0.878; p=0.000: p<0.05) when the effects of other predictors in the model are statistically controlled for.

In an unstandardized term, a unit increase in organizational reward practices causes a significant 0.830 increase in employee performance and vice-versa. Therefore, it is established that organizational reward practices make reliable contributions to change in employee performance at the Bekwai Municipal Assembly. Therefore, management of the organisation must realize that organizational reward practices are significantly contributing to improving the extent of employee performance at Bekwai Municipal Assembly.

$$\text{Employee performance} = 1.218 + \text{ORP} * 0.830$$

The finding supports the collective positions championed by some previous empirical studies (Ganta, 2014; Geomani, 2012; Abner et al., 2019; Edward, Benjamin & Antwi, 2020). The study shows that organizational reward practices at the Bekwai Municipal Assembly, has statistically significant positive effect on employee performance after the effects of other factors that have the potential to improve employee performance are statistically controlled for. Therefore, the scientific managerial approach of encouraging the use of organizational reward practices for employees is justified by the findings of this study.

Objective 3: The effect of political behaviours on the performance of employees

Table 16: Model Summary^b

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	.908 ^a	.824	.821	.29938	1.760

a. Predictors: (Constant), Political Behaviours

b. Dependent Variable: Employee Performance

The joint correlation between the predictor (political behaviours) shows that there is a strong positive linear relationship between political behaviours and employee performance at the Bekwai Municipal Assembly ($r=0.908$). This result shows that whenever scores on the predictor increase to a larger extent, scores on

employee performance also increases to a large extent and whenever scores of the predictor (political behaviours) decrease to a larger extent, scores on employee performance also decreases to a large extent.

The signal this result provides is that the more employees experience organizational politics in the form of existence of political behaviours, the more their level of performance improves and the more the employees do not experience political behaviours, the more their performance drops. However, this result does not mean there is a causal relationship between political behaviours and employee performance, hence the need to further examine this further through the co-efficient of determination results.

The results of the co-efficient of determination prove that changes in the predictor measured by political behaviours account for 82.4% positive change in the level of performance when the factors that affect employee performance are statistically controlled for ($r\text{-square}=0.824$). Therefore, the model proves that other factors affecting changes in employee performance at the workplace of the study could possibly account for 17.6% change in employee performance.

Therefore, the study confirms the position that political behaviours at Bekwai Municipal Assembly are producing meaningful organizational results in terms of improving the state of employee performance in the organisation. However, this result does not authenticate whether this impact is due to chance or not due to chance hence the need to examine this significance level of the estimated model in the ANOVA.

Table 17: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	33.064	1	33.064	368.899	.000 ^b
	Residual	7.081	79	.090		
	Total	40.145	80			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Political behaviours

The ANOVA results give an indication of the state of the significance level of changes in the dependent variable as ascribed by changes in the predictor (political behaviours). Therefore, it can be concluded that political behaviours account for a statistically significant positive strong variation in employee performance when the effect of other factors affecting employee performance apart from changes in political behaviours are controlled for. Therefore, it is now established that political behaviours have significant impact on the employee performance level at the Bekwai Municipal Assembly.

As a result, management should give special attention to improving organizational politics in the form of political behaviours so as to improve employee performance. This finding is in consonance with the idea expressed in the social exchange theory that the nature and the extent of the organizational politics determines the extent of the performance of employees (Tsen et al., 2021).

Thus, the position of the social exchange theory that all social relationships are rooted within an exchange context (de Souza Meira & Hancer, 2021) is strongly

supported by the relationship existing between organizational politics and employee performance at the Bekwai Municipal Assembly. Findings confirm the social exchange theory through political behaviours exhibited through trust, loyalty and mutual promise as long as the leader and members stand by the particular rules of an exchange. Hence, the members will decide to perform well for their organization. If the leader can transfer clear information to them, guide them, and support them, they will act their best. When employees expect communication of the vision and inspiration needed to perform, and the perceived team support, they will become motivated, which will increase their sense of trust towards the organisation.

The study proves that given the state of the organizational politics through the existence of political behaviours determines the extent to which employees' performances are enhanced (Abner et al., 2019; Aydin et al., 2016). The findings support the position held by some previous empirical studies that organizational politics (existence of dominant groups) influence employee performance (Julius et al. 2017; Aydin, Ayhan & Kaya, 2016). The study however, went contrary to the findings of Ahmed (2018) and Abbas and Awan (2017) whose studies posited that organizational politics negatively influence employee performance.

Table 18: Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.	Collinearity Statistics
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	B	Std. Error	Beta		Tolerance	VIF
(Constant)	.965	.141		6.846	.000	
1 Political Behaviours	.766	.040	.908	19.207	.000	1.000

a. Dependent Variable: Employee Performance

The threat of multicollinearity was measured with the VIF scores. VIF scores < 10 signals there is no threat of multicollinearity in the estimated regression model (Soomro et al. 2020). Observation of the VIF scores in the estimated model proves there is no multicollinearity problem in the tested regression model. It was observed that the contribution of political behaviours to predicting the statistically significant positive variance in employee performance shows that political behaviours make strong and statistically significant positive contributions respectively, to predicting the change in employee performance (Beta=0.908; $p=0.000$; $p<0.05$) when the effects of other predictors in the model are statistically controlled for.

In an unstandardized term, a unit increase in political behaviours causes a significant 0.766 increase in employee performance and vice-versa. Therefore, it is established that political behaviours make reliable contributions to changes in employee performance at the Bekwai Municipal Assembly. Therefore, management of the organisation must realize that political behaviours are

significantly contributing to improving the extent of employee performance at Bekwai Municipal Assembly.

$$\text{Employee performance} = 0.965 + PB*0.766$$

The finding supports the collective positions championed by some previous empirical studies (Ganta, 2014; Geomani, 2012; Abner & Samuel, 2019; Benjamin, Antwi & David, 2020). The study shows that political behaviours at the Bekwai Municipal Assembly, has statistically significant positive effect on employee performance after the effects of other factors that have the potential to improve employee performance are statistically controlled for. Therefore, the scientific managerial approach of encouraging the use of political behaviours for enhancing employees' performance is justified by the findings of this study.

Chapter Summary

Observation of the effect of organizational politics on employee performance at Bekwai Municipal assembly is encouraging and supportive. All dimensions of organizational politics (existence of dominant group, organizational reward practices and political behaviours) predicts significantly some positive strong and significant improvement in the performance of employees of Bekwai Municipal Assembly.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study examined the effect of organizational politics on employee performance at Bekwai Municipal Assembly. Existence of dominant group, organizational reward practices and political behaviours formed the predictors whilst employee performance was regarded as the dependent variable. The previous chapter provided information relating to the findings as well as the discussions made with respect to the findings' alignment with existing empirical positions. This chapter provides information related to the summary of the key findings, conclusions drawn with respect to the specific research objectives, as well as the recommendations presented based on the findings as dictated by the specific research objectives.

Study summary

This study examined the effect of organizational politics on employee performance at Bekwai municipal assembly. A total of 107 respondents was arrived at from the population of 120 staff employees using the G*power software. The Cronbach's alpha coefficient for existence of dominant group scale, organizational reward practices scale, political behaviours scale and employee performance scale are 0.876, 0.816, 0.938 and 0.939 respectively. These values are above 0.5, so the scales can be considered reliable with the sample used.

In an attempt to establish the effect, the study makes use of three components of organizational politics (existence of dominant group, organisational reward practices and political behaviours) on employee performance. A self-administered questionnaire was the main research instrument. The questionnaire contained several questions (items) and was subdivided into subscales. The maximum and minimum score for each question ranged from 1 to 5 where 5 stands for Strongly Agreed, 4 is Agreed, 3 is Don't know, 2 is Disagreed and 1, Strongly Disagreed indicating the level of agreement to the following statements. The results from the questionnaires were analysed with descriptive and inferential statistics, with the help of the Statistical Package for the Social Sciences (SPSS 22.0 version) software.

Key Findings

1. The first objective sought to examine the effect of existence of dominant group at Bekwai Municipal Assembly on the performance of the employees of the organisation. Result shows that there was a strong positive linear relationship between existence of dominant group and employee performance (Beta = 0.750). The existence of dominant groups contributes to predicting the statistically significant positive variance in employee performance.
2. The second objective sought to examine the effect of organizational reward practices on employee performance at Bekwai Municipal Assembly. Result shows that there is a strong positive linear relationship between

organizational reward practices and employee performance (Beta = 0.878).

Organizational reward practices contribute to predicting the statistically significant positive variance in employee performance.

3. The third objective sought to examine the effect of political behavior at Bekwai municipal assembly on the performance of the employees of the organisation. Result shows that there was a strong positive linear relationship between political behaviours and employee performance (Beta = 0.908). Political behaviours contribute to predicting the statistically significant positive variance in employee performance.

Conclusions

Based on the findings of this study, with respect to the dimensions of organizational politics, the study now concludes that organizational politics at Bekwai Municipal Assembly influences employee performance. Taking organizational politics in the form of the existence dominant groups, the study has proven that, they do not always exist in organisations to have a negative influence on the performance of the employees and the organisation at large. At Bekwai Municipal Assembly the existence of Dominant groups rather helps improve the performance of employees. This implies that, the dominant groups in Bekwai Municipal Assembly are all focused on working towards the progress of the organisation and do not engage in activities that are detrimental to the success of the employees and the organisation at large.

The study also revealed that organizational reward practices highly influence the performance of the employees of the municipal assembly. Thus, the employees are motivated when they are rewarded and they perform more. This implies the management of the municipal assembly should put measures in place to enhance the manner in which they reward employees if they want the performance of their employees to be improved. The study also revealed that political behaviours influence the performance of the employees of Bekwai Municipal Assembly. This implies that the political behaviours exhibited in the organisation are positive and doesn't in any way impede the performance of the employees. For example, management takes the blame when things go wrong in the organisation and make sure they put better measures in place in order to achieve better results. Also, employees do not engage in negative activities against their co employees in their quest to find favour in the eyes of their supervisors.

To sum up, the existence of the dominant groups that exist at Bekwai municipal assembly do not get things done their own way and do not influence organizational decisions, and that all activities of the dominant groups are aimed at improving the performance of the employees. With reward practices, employees are motivated to give off their best performance when practices such as pay and promotions are based on merits and not favoritism, and the positive nature of political behaviours at the organisation has contributed to the improvement in the performance of the employees.

Recommendations

These recommendations are being made based on the findings of this study for the various stakeholders that may depend on the insights provided by this study to make well-informed decisions so as to how to improve the state of employee performance at Bekwai Municipal Assembly and any other institution. The management of Bekwai Municipal Assembly must continue to design enhanced positive organisational politics initiatives and also create an enabling environment that will encourage employees to be self-motivated so that employee performance could be improved significantly. This recommendation is based on the claim that the existence of dominant group, organizational reward practices and political behaviours made statistically positive strong contributions to predicting change in employee performance.

It is recommended that management and employees of Bekwai Municipal Assembly, should put in place measures that collectively affect positively in an efficient manner the conditions affecting the existence of dominant groups in the organisation. These measures may include ensuring that existent dominant groups engage in positive organizational politics practices, channeling organizational resources into its implementation and putting control measures in place to ensure that the practices of the existent dominant group is in accordance with the goals of the organisation.

It is recommended that organizational reward practices should be implemented more effectively since it was found to be the highest contributor of the increase in the performance of employees at Bekwai Municipal Assembly.

Providing employees with rewards serves a form of motivation and is an essential way of improving their performance. The management of the organisation should invest resources in ensuring that employees are appropriately rewarded as the study has proven that this is a very significant way of enhancing their performance.

Finally, this study recommends that the management of Bekwai Municipal Assembly should ensure that positive political behaviours are exhibited in the organisation since this is also an essential way of improving employee performance. Strict measures must be put in place to ensure that political behaviours exhibited by employees aligns with meeting the goals of the organisation as this is also an essential way to improve the performance of the employees.

Limitations

The study was done at the Bekwai Municipal Assembly and not all municipal assemblies across Ghana, hence limiting the generalization to all municipal assemblies nationwide. Aside that, since a structured questionnaire was used for collecting the primary data to support the quantitative research approach that was utilized in the context of the study, personal unique experiences in respect to organizational politics were not captured.

Suggestions for Further Studies

The study ignored other contextual variables that may have implications for the effect of organizational politics on employee performance at Bekwai Municipal

Assembly. Therefore, further studies should consider the role of other factors such as gender, age, level of education, employment status and work experience in determining the nature of the relationship that exists between organizational politics and employee performance. Also, it is strongly recommended that similar qualitative studies should be conducted.



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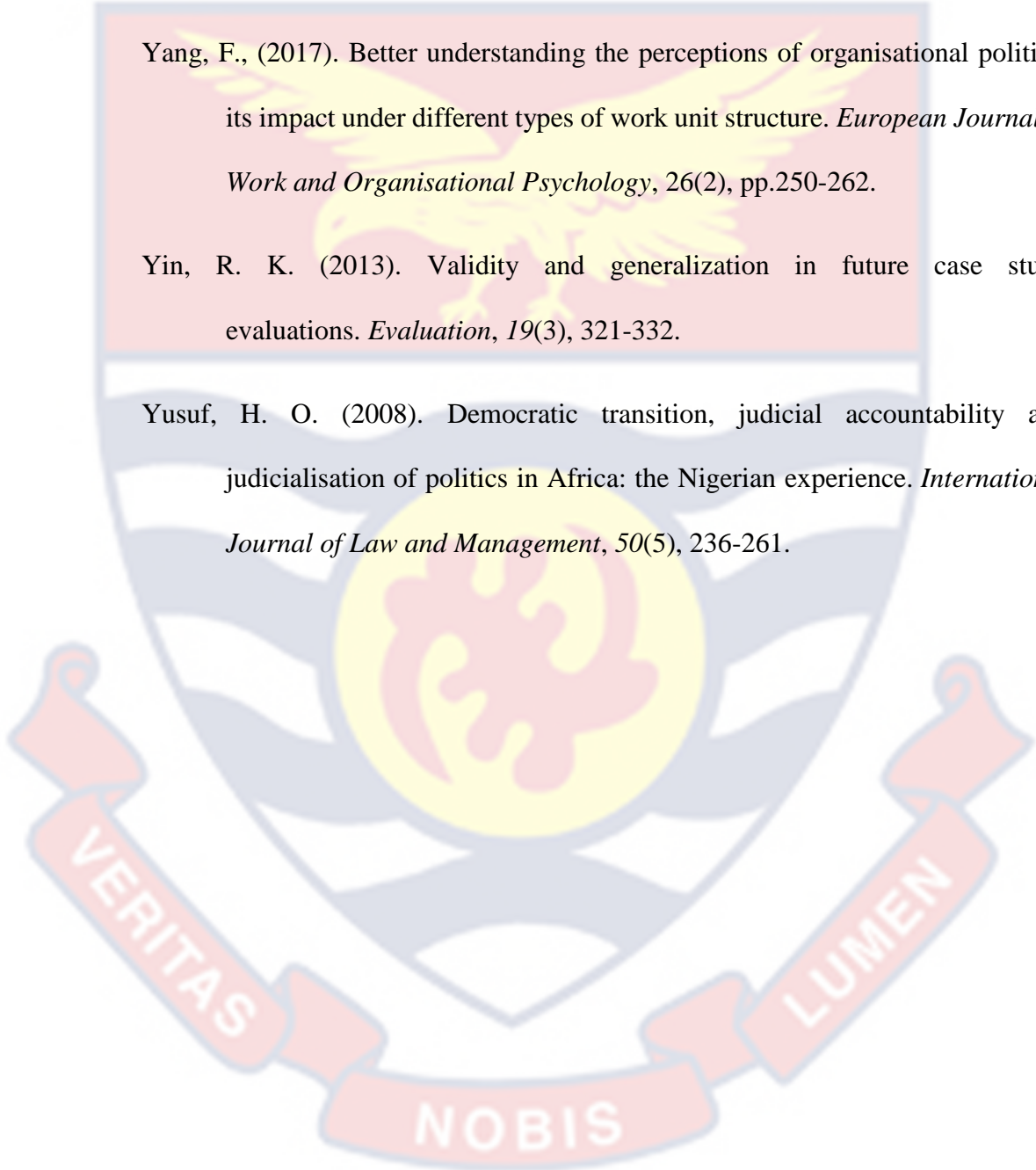
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APPENDIX**QUESTIONNAIRE**

The study is being conducted to assess the influence of organizational politics on employee performance among the staff of Bekwai Municipal Assembly. The study is for academic purpose only. Your expressed opinions on the statements in this questionnaire will go a long way to make this study a success. Although formal permission has been granted for the conduct of this study in this institution, you are at liberty to participate or otherwise but I encourage you to participate honestly as you deem fit. Thank you.

SECTION A

Instructions: Kindly write or tick [✓] where applicable

Demographic Information of Respondents

1. Sex a. Male [] b. Female []
2. Working experience
 - a. Less than 1 year
 - b. 1-5 years
 - c. 6-10 years
 - d. 11-15 years
 - e. Above 15 years
3. Marital Status a. Single [] b. Married [] c. Divorced []
4. Age range
 - a. 25-29 years []
 - b. 30-34 years []
 - c. 35-39 years []
 - d. 40-44 years []
 - e. 45-49 years []
 - f. 5—59 years []

SECTION B**Organisational Politics**

5. Indicate your level of agreement to the following statements

Where: 1-Strongly disagree; 2-Disagree; 3-Don't Know; 4-Agree; 5-Strongly Agree

<i>No</i>	<i>The existence of dominant group of individuals</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
1	There is a group of people in this institution who always get things their way because no one wants to challenge them					
2	There has always been an influential group in this department that no one ever crosses					
3	The decisions are often influenced by the ideas of a certain group of people					
4	Policies often serve the purposes of a few individuals , not the work unit or the institution					
5	People in this institution attempt to build themselves up by tearing others down					
<i>No</i>	<i>Organisational reward practices</i>					
<i>1</i>	Promotions in this organisation generally go to top performers					
<i>2</i>	Rewards come only to those who work hard in this institution					
<i>3</i>	Pay and promotion policies are not politically motivated					
<i>4</i>	When it comes to rewards/ recognition, policies are followed					
<i>5</i>	Promotions are based on merits, not favouritism					
<i>No</i>	<i>Political behaviours</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

1	Often management does not take responsibility when things go wrong					
2	Instead of taking the blame, the management looks for scapegoats					
3	The management never admits mistakes but blames his/her subordinates for the mistake					
4	Employees do not take responsibility when things go wrong but blame the management					
5	Employees blame each other when they fail to achieve their objectives					
6	Some employees are always blamed, while others are not blamed even if they are doing wrong					
7	Commonly, some employees look for personal favour with their superior					
8	Some employees always present themselves to be competent and knowledgeable in front of their supervisor					
9	They praise their supervisor for their accomplishment					
10	Compliment their immediate supervisor on his/her dress or appearance					
11	Never pointing the mistakes of their supervisors but only their good works					

SECTION C

Measurement of Employee Performance

1. Indicate your level of agreement to the following statements

Where: 1-Strongly disagree; 2-Disagree; 3-Don't Know; 4-Agree; 5-Strongly Agree

No	Task Performance	1	2	3	4	5
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1	I manage to plan my work so that it is done on time					
2	I keep in mind the results that I have to achieve in my work					
3	I am able to separate main issues from side issues at work					
4	I know I can handle multiple assignments for achieving					
5	I am able to perform my work well with minimal time and effort					
	<i>Contextual Work Performance</i>					
1	I take on extra responsibilities					
2	I start a new task myself when my old ones are finished					
3	I take on challenging tasks when available					
4	I work at keeping my job knowledge up to date					
5	I work at keeping my job skills up to date					
6	I come up with creative solutions to new problems					
7	I keep looking for new challenges in my job					
8	I do more than is expected of me					
9	I actively participate in work meetings					
10	I actively look for ways to improve my performance at work					
11	I grasp opportunities when they present themselves					
12	I know how to solve difficult situations and setbacks quickly					
	<i>Counterproductive behavior</i>					
1	I complain about unimportant matters at work					
2	I am focused on the negative aspects of a work situation instead of the positive aspects					

3	I speak with colleagues about the negative aspects of my work					
4	I do less than is expected of me					
5	I sometimes do nothing, while I should be working					

