

UNIVERSITY OF CAPE COAST

**PERCEPTION OF ORGANISATIONAL POLITICS, PERCEIVED
ORGANISATIONAL SUPPORT AND EMPLOYEE PERFORMANCE
AT THE ELECTORAL COMMISSION IN GHANA**

MERCY HAMMOND

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THE ELECTORAL COMMISSION IN GHANA

BY

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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.

Candidate's Signature..... Date.....

Name: Mercy Hammond

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: Mr. John E. Seddoh

ABSTRACT

Employee perception of organisational politics constitutes an important aspect of organisational life with respect to its members as these influence various processes which ultimately affect performance of employees. Although many studies have been conducted to broaden the concept and find its relationship with employee performance, most studies made use of a narrower stream for the measurement of employee performance. The purpose of the study was to examine the moderating role of perceived organisational support in the relationship between perception of organisational politics and employee performance at the Electoral Commission offices in the Western Region. The study was underpinned by two theories: theory of Reasoned Action and Theory of Planned Behaviour. Due to the research objectives, the study employed the quantitative approach and adopted the explanatory/causal research design. Structured questionnaires were used to collect data from a randomly sampled 80 workers out of 96 occupying all Electoral Commission offices in the Western region. The study employed both descriptive and inferential analytical tools and found that perceived organisational support had a significant effect on employee performance. The study also found that, perceived organisational support did not significantly moderate the relationship between perceived organisational politics (POP) and employee performance (EP) since there was no significant relationship between POP and EP. In this light, the study recommended that, management of the Electoral Commission of Ghana should create a supportive environment that would help employees satisfy their psychological, economical, physiological and emotional needs in order to enhance their performances

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DEDICATION

To my siblings

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LIST OF ACRONYMS

EP	Employee Performance
JP	Job Performance
OC	Organisational Commitment
OCB	Organisational Citizenship Behaviour
POP	Perceived Organisational Politics
POS	Perceived Organisational Support
TPB	Theory of Planned Behaviour
TRA	Theory of Reasoned Action

CHAPTER ONE

INTRODUCTION

Employee perception of organisational politics constitute an important aspect of organisational life with respect to its members as these influence various processes which ultimately affect performance of employees. Previous studies have investigated impact of political perceptions either on extra role performance of employees (exhibited through organisational citizenship behaviours) or various other attitudes and behaviours. This study investigates the relationship between perception of organisational politics with multidimensional performance of employees which is measured through task performance, contextual performance and counterproductive work behaviour. Moreover, the process through which these perceptions operate is also investigated in the light of Reasoned Action (TRA) and the Theory of Planned Behaviour (TPB).

Background to the Study

Politics is an epidemic phenomenon in organisations and that it deserves more attention and empirical examination (Gull & Zaidi, 2012). Organisational politics is described as an activity that permits people in an organisation to accomplish goals without going through proper channels (Gull & Zaidi, 2012). Whether political activities assist or harm the organisation depends on whether the goals of individuals are consistent with the goals of organisation (Bodla & Danish, 2013). There is no doubt that political beliefs are an ordinary observable fact in every organisation. Organisational politics represented devious behaviour of employees towards their work environment

only for their self-interests. These self-interests may be at the cost of other employees or may be organisational goals as well.

Studies in organisational politics always look on either political influence tactics and behaviours (Boukenooghe, Zafar & Raja, 2015; Bodla & Danish, 2013; Vigoda, 2010) or employees' perceptions of organisational politics at their work places (Meisler & Vigoda, 2014; Rahman *et al.*, 2011). 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). This explains why existing studies have focused primarily on employees and not management.

Perceptions 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, 2014). 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 (Vigoda, 2010; Abbas & Raja, 2014). This perspective reflects a generally negative image of workplace politics in the eyes of most organisational members.

Statement of the Problem

Although many studies have been conducted to explain the concept of perceived organisational politics and find its relationship with employee performance, most studies made use of a narrower stream for the measurement

of employee performance (Rong & Cao, 2015; Rahman, Hussain & Haque, 2011; Vogda, 2010; Vigoda-Gadot, 2006). Also, not only that organisation needs empirical data of this phenomena but also, they need to understand how to integrate these concepts into managing the employees so that the organisations would be able to introduce management intervention in concert with the business objectives (Rahman *et al.*, 2011; Meisler & Vigoda, 2014).

Furthermore, existing studies in the area have not looked at perceived organisational support, perceived organisational politics and employee performance. This knowledge gap is where the present study wishes to contribute. The study will adopt an alternative multidimensional scale for the measure of employee performance. Hence, this study will examine the moderating role of perceived organisational support in the relationship between perception of organisational politics and employee's performance at the Electoral Commission Offices in the Western Region.

Purpose of the Study

The purpose of the study is to examine the moderating role of perceived organisational support in the relationship between perception of organisational politics and employee performance at the Electoral Commission offices in the Western Region. Based on this, the study specifically seeks to:

1. examine the effect of perceived organisational support on employee performance.
2. analyse the effect of perceived organisational politics on employee performance.
3. examine the effect of perceived organisational politics on employee performance with perceived organisational support as a moderator.

Research hypothesis

The study tested the following research hypothesis:

H₀: there is no significant positive relationship between perceived organisational support and employee performance.

H₁: there is a significant positive relationship between perceived organisational support on employee performance.

H₀: there is no significant negative relationship between perceived organisational politics and employee performance

H₂: there is a significant negative relationship between perceived organisational politics and employee performance

H₀: Perceived organisational support does not significantly moderate the relationship between perceived organisational politics and employee performance

H₃: Perceived organisational support significantly moderates the relationship between perceived organisational politics and employee performance

Significance of the Study

The study is significant in several respects. In the first-place, management of the institution will get a first-hand knowledge of how employees perceive politics in the organisation. This will help them address weaknesses revealed by the employees. Again, the study will reveal the exact driving factors of these perceptions held by employees. This will serve as a basis for strengthening or varying strategies. The study will further establish the real effect of these perceptions of organisational politics on employee performance. The findings of this study will contribute to the knowledge gap identified. Finally, the study will contribute to literature on the subject matter

and serve as a reference for students and other researchers engaged in similar studies.

Delimitations

This study is a single case study involving only Electoral Commission offices in the Western Region and respondents comprise staffs of the various offices. This concentration of study ensures easy access to information. Thus, the study ignores all other offices of the Electoral Commission which are not located in the study area.

Limitations

The study had some limitations. In the first place, the study falls under geographical and subject scope of studies. In relation to geographical scope, the study places emphasis on the moderating role of perceived organisational support in the relationship between perception of organisational politics and employee performance at the Electoral Commission offices in the Western Region. Further, the study was limited by the types of variables and methodology used as well as the study objectives.

Organisation of the Study

The study comprises five chapters. Chapter one discusses the background, statement of the problem, objectives, research questions, significance, delimitations, limitations as well as organisation of the study. Chapter two reviews existing literature related to the study to gain an understanding of the research topic. Chapter three presents the research methods that was used to undertake the study. Chapter four comprises the results and discussions of the findings of the study. Chapter five summarises

the findings of the study and also makes recommendations that would contribute to solving the problem raised, as well as a suggestion for further study.

CHAPTER TWO

LITERATURE REVIEW

This chapter presented the theoretical review, the empirical review and the conceptual framework for the study. The chapter examined the theories for the study, reviewed literatures relating to this study subject, and finally conceptualised a framework for the study through the concepts of the study.

Theoretical Review

The study adopted the Theory of Reasoned Action (TRA) and the Theory of Planned Behaviour (TPB). The Theory of Reasoned Action (TRA) posits that people's intention, or motivation, is the main determinant of their behaviour (Fishbein & Ajzen, 1975). Intention is influenced by people's attitude (e.g., positive/negative evaluations developed from behavioural beliefs) and subjective norm (e.g., perceived social pressure to comply with important others' wishes formed from normative beliefs). In short, the main TRA assumption is that people will engage in a behaviour when they have a high intention, and their intention is increased when they evaluate a behaviour positively (attitude) and believe that it is significant for others to engage in it (subjective norm).

Although the TRA successfully predicts a variety of behaviours, it was developed to explain volitional behaviours (i.e., personal power to engage in the behaviour). Because the TRA does not account for non-volitional behaviours (i.e., less able to make a choice to engage in the behaviour). Fishbein and Ajzen (1975) expanded the theory of Reasoned Action (TRA) to include perceived behavioural control, thus forming the theory of planned

behaviour (TPB). Perceived behavioural control represents one's evaluation about the ease or difficulty of adopting a behaviour, including personal resources and skills for performing a behaviour.

The summary propositions of the TPB include: a) people will intend to engage in a behaviour when they evaluate it positively (attitude), believe that significant others want them to engage in it (subjective norm), and perceive it to be under their control (perceived behavioural control); and b) strong intention and perceived behavioural control will increase the likelihood of a behaviour. In relation to the study, these theories predict the intentions of staff of the Electoral Commission to engage in behaviours at given times and place. The theories explain that, behavioural intentions of workers are influenced by their attitudes in relation to the probability that their behaviours would produce expected outcomes and the subjective evaluation of outcomes' risks and benefits.

As such, workers' perception towards organisational politics would induce them to exhibit certain behaviours in expectation of outcomes which could either enhance or reduce their performances in the organisation. Therefore, the theories posit that, individual's perceptions of the organisational market place are reinforced by the organisational politics and organisational support. Performance of employees will be influenced when employees perceive high organisational politics and vice versa.

Concept of Perceived Organisational Politics

Organisational politics is an elusive type of power relations in the workplace. It represents a unique domain of interpersonal relations, characterised by the direct or indirect (active or passive) engagement of people

in influencing tactics and power struggles (Brouer, Harris & Kacmar, 2011). These activities are frequently aimed at securing or maximising personal interests or, alternatively, avoiding negative outcomes within the organisation. However, they may also be targeted at securing or maximising collective interests (team, group, organisational, or social) in cases where several decisions are possible that affect different interests (Tlaiss, 2013).

Moreover, organisational politics can also be seen as actions which affect activities, decision making and more importantly behaviours of employees through the use of power (Dhar, 2011). According to Daskin and Tezer (2012), organisational politics within an organisation is the deliberate use of power by individuals to meet personal interests and goals within their place of work. In view of this, many managers or supervisors' resort to the use of their referent powers to affect decision making and influence actions. Though politics has been found as healthy, it has been abused in recent times thus producing negative outcomes in most organisations. Thus, a number of studies on organisational politics has increased rapidly in recent decades which suggest that, the issue of organisational politics is of prime importance to any type of organisation, in any field, market, sector, and culture (Abbas & Raja, 2014; Boukenooghe, Zafar & Raja, 2015).

Concept of Perceived Organisational Support

In literature, perceived organisational support has been defined in various ways. Owusu Mensah (2014, p.2) defined perceived organisational support as “employees in an organisation from global beliefs concerning the extent to which the organisation values their contributions and cares about their well-being.” Perceived organisational support is also defined as “how

much the organisation values employees' contributions and cares about them" (Newman, Thanacoody & Hui, 2012, p.58). Perceived organisational support is primarily created by reason of job conditions and some human resource practices that create positive employee attitude and behaviour. SehBaradar (2013) showed that, fair treatment, supervisory support, rewards and favourable job conditions showed a strong relationship with perceived organisational support.

On the other hand, perceived organisational support strengthens employees' effort in the organisation, resulting in greater efforts to fulfil an organisation's goals. According to organisational support theory, in return for a high level of support, employees work harder to help their organisation reach its goals because organisational support has a significant effect on job satisfaction and organisational commitment (Rong & Cao, 2015). It is therefore a one-dimensional measure of the general belief held by an employee that his/her organisation is committed to him/her, values him/her and is generally concerned about the employee's wellbeing in the organisation. It therefore deals on an employees' perception concerning the extent to which an organisation values their contributions and also cares about their wellbeing. Thus, perceived organisational politics have a significant consequence on employee performance and outcomes.

Concept of Employee Performance

Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behaviour (Armstrong, 2009). Employee's performance is measured against the performance standards set by the organisation. In this study, employee performance was measured on the

basis of task, contextual or counterproductive work behaviour (Koopmans *et al.*, 2014). Task performance can be defined as the proficiency (i.e. competency) with which one performs central job tasks. Other labels sometimes used for task performance are job-specific task proficiency, technical proficiency, or in-role performance. It includes for example work quantity, work quality, and job knowledge.

Moreover, contextual work behaviour can also be defined as individual behaviours that support the organisational, social and psychological environment in which the technical core must function (Koopmans *et al.*, 2014). Several labels exist for this dimension, such as non-job-specific task proficiency, extra-role performance, organisational citizenship behaviour or interpersonal relations. It also refers to behaviours that go beyond the formally prescribed work goals, such as taking on extra tasks, showing initiative, or coaching newcomers on the job. Koopmans *et al.* (2012) stressed that, contextual work behaviour's activities contribute to the social and psychological core of the organisation and thus considered equally important as task performance.

On the other hand, counterproductive work behaviour is an employee's behaviour that goes against the expectations and interest of his/her organisation (Koopmans *et al.*, 2012). These behaviours harm the well-being of the organisation or people such as customers/clients, or patients in the organisation. Simply put, counterproductive work behaviour as a negative behaviour exhibited by employees has been on the rise in recent times and it includes absenteeism, lateness for work, engaging in off-task behaviour, theft, and substance abuse (Hashmi & Akhtar, 2016). These work behaviours have

been found to directly influence performance thus formed part of the study's indicators employees' performance in bid to achieve the objectives of the study.

Empirical Review

This section reviewed existing literature relating to perceived organisational support, perceived organisational politics and employee performance in bid to further explain the objectives of the study. This section has been grouped into sub-sections in order to provide reviews of literatures in relation to each objective.

Perceived Organisational Support and Employee Performance

This section reviewed literature in relation to the first objective of the study thus, the relationship between perceived organisational support (POS) and employee performance (EP). It is to note that, few studies have been found to be in relation to this subject. Using descriptive research design and a quantitative approach, the study failed to indicate the study area, population, sample size and the sampling technique used. However, soliciting for data using questionnaires and using correlation and regression analysis, the study found that, POS had a direct negative effect on EP. This implies that, increase in POS directly affect employee performance negatively (performances fall).

For instance, Rocha (2010) conducted a study on perceived organisational support (POS) and employee performance (EP) with organisational commitment (OC) and organisational citizenship behaviour (OCB) playing mediating roles. The study looked at the effect of POS on EP as one of the study's objectives. Karatepe (2012) did a study on perceived

organisational support, career satisfaction and performance outcomes of employees in hotels in Cameroon. One of the aims of the study was to test the relationship between perceived organisational support and job performance. The study relied on quantitative approach and adopted explanatory research design.

Furthermore, Karatepe (2012) used structured questionnaires to gather data from frontline hotel employees and their immediate supervisors, but the study failed to indicate the population and sample size used. However, the hypothesized relationships were tested through structural equation modelling (SEM) using LISREL 8.30. The study found that, there is no significant relationship between perceived organisational support and service recovery performance and job performance without career satisfaction (mediator).

Additionally, Chiang and Hsieh (2012) carried out a research on the impact of perceived organisational support (POS) and psychological empowerment (PE) on job performance (JP): the mediating effects of organisational citizenship behaviour (OCB). The study examined the causal relationships among these variables (POS, PE, JP and OCB) and thus examined the relationship between POS and OCB as one of the hypotheses. Using a descriptive design and quantitative approach, questionnaires were administered to 513 employees of Taiwan hotels although the population and sampling technique were not described. Analysing data through descriptive statistics, confirmatory factor analysis and structural equation modelling, results indicated that, POS did not positively influence JP whereas OCB partially mediated relationship between POS and JP.

Guan, Sun, Hou, Zhao, Luan and Fan (2014) conducted a study on the relationship between job performance and perceived organisational support in faculty members of Chinese Universities. According to the study, although several studies exist on POS and EP, it remained unclear whether this relationship is relevant for faculty members in Chinese universities. The study therefore examined the relationship between POS and EP using a cross-sectional questionnaire survey. The questionnaire was given to 700 faculty members from six (6) universities who were randomly selected but a total of 581 questionnaires were retrieved (83% response rate) and used for the study. Conducting a correlation analysis, the study found that, POS has a significant positive relationship with EP which implies that, the performances of faculty members in the 6 universities are influenced by POS.

A research on perceived organisational support (POS), psychological empowerment (PE), organisational citizenship behaviour (OCB), job performance (JP) and job embeddedness (JE) was conducted by (Karavardar, 2014) in Turkey. One of the hypotheses was to test the relationship between POS and JP. The study was quantitative in nature and relied on explanatory research design. Gathering data from fulltime frontline hotel employees and immediate supervisors in Cameroon, questionnaires were administered to an unknown sample size because the population was not defined. Data was analysed using hierarchical multiple regression and it was found that, POS had a significant positive relationship with JP thus, POS enhances service recovery performance and JP of employees and immediate supervisors in hotels in Cameroon.

Moreover, Owusu (2014) conducted a study in Ghana to investigate the perceived organisational support (POS) and its effect on employees' outcome (EO) in Afigya Kwabre district education. The study identified a gap and thus investigated the effect of POS on EO. Using cross-sectional investigative design and quantitative approach, structured questionnaires were used to gather data from both teachers and management of the study organisation. Using simple random and purposive sampling techniques, 185 respondents were selected from 1266 staff who formed the study's population. It is to note that, the population comprised all staff of the Afigya Kwabre educational directorate and entire classroom teachers in schools in the district. Using correlation and cross tabulations, the study found that, majority of the staff (both teachers and management) affirmed that supports they obtain from supervisors coupled with the existence of special incentives positively enhance their performance.

Further, in Cameroon, Karatepe (2015) did another study on the effect of perceived organisational support (POS) on emotional exhaustion (EE) and job outcomes (JO) using personal resources (PR) as a mediator. As part of the hypotheses to be tested, the study examined the relationship between POS and JO using questionnaires retrieved from frontline hotel employees in Cameroon. The study adopted descriptive design and focused on a quantitative approach. The study failed to indicate the population, sample size and technique used in selecting respondents. In spite of these shortfalls, the study used structural equation modelling and found that, there exist no significant relationship between POS and JO but PR fully mediate the effect of POS on EE in hotels in Cameroon.

Also, a research was conducted by Biswakarma (2016) on the influence of employees perceived organisational support and job performance on customer satisfaction in Nepalese hospitality sector. The study specifically investigated the interrelationship of POS, EP and International Customer Satisfaction (ICS) in the Nepalese hospitality sector. Adopting explanatory research design and quantitative method, the study collected data from 158 hotel employees and 152 international customers. The study failed to indicate the population and technique used in determining the sample size and selecting respondents. However, the hypothesised relationships were tested through structural equation modelling (SEM) using AMOS v23 and it was found that, there is no significant relationship between POS and EP but POS and EP had direct effects on ICS. This implies that, POS does not have a relationship with EP in Nepalese hospitality sector.

Further, Kishore (2016) conducted a research on the role of perceived organisational support (POS) in upgrading employee performance in India. The study specifically looked at the role of POS in improving EP focusing on faculty members of selected engineering colleges in Telangana state, India. In this study, descriptive research design and quantitative research method were used whereas questionnaires were administered to 350 teaching faculty members from different departments of each engineering college in Khammam district. Though the population and sample size were not clearly described, a convenience sampling technique was used. However, the study retrieved 300 questionnaires from the respondents and data were analysed using Pearson's Correlation coefficient, Two-Way ANOVA without replication. The study

revealed that, POS positively influences the performance of employees in Khamman district thus increase in POS upgrades EP in like manner.

From the above reviews, scholars obtained similar and different results in relation to POS and EP in their respective studies. It was also found that, some of the studies used inappropriate research methods whereas others also failed to describe the methods used. Further, none of the studies reviewed were related to this study's organisation (Electoral Commission) despite the presence of employees having diverse perceptions in relation organisational support. Also, majority of the literatures focus on countries other than Ghana (Zakari, Poku & Owusu-Ansah, 2014). These shortfalls have a created a gap in literatures which the study seeks to fill by looking at the relationship between POS and EP in Ghana focusing on employees in Electoral Commission offices in Western Region.

Perceived Organisational Politics and Employee Performance

This section presented reviews of existing literatures in relation to the second objective of the study. These reviews were therefore conducted in relation to perceived organisational politics and employee performance from several scholars. for instance, study was conducted by Vigoda-Gadot and Talmud (2010) on organisational politics and job outcomes: the moderating effect of trust and social support in Israel. The study aimed to promote understanding of employees' reactions to organisational politics. Using a descriptive survey design and a quantitative method, the study collected data from 142 academics in one of Israel's major research universities from an undefined population. data was analysed using correlation and regression analysis, a weak negative relationship was found between perception of

organisational politics and employees' performance. Their finding was supported by (Gull & Zaidi, 2012; Khalid & Ishaq, 2015).

Additionally, Rahman, Hussain and Haque (2011) conducted a research on organisational politics (OP) and employee performance (EP) on readymade garments employees in Bangladesh. The study specifically looked at the impact of OP on the performance of readymade garments employees in Bangladesh. The study adopted descriptive survey design and thus relied on quantitative method. Using survey instrument, 250 respondents participated in the exercise. Convenience sampling was used to select the respondents although the population was not clearly defined. Exploratory factor analysis was conducted to extract and test key influential variables and Structural Equation Modelling was also used to analyse the objectives. The study affirmed that, OP significantly and negatively affects the performance of majority of middle and lower level employees.

Jam, Khan, Zaidi and Muzaffar (2011) also conducted a study on political skills as a moderator of relationship between perception of organisational politics and job outcomes. The study analysed the effect of perception of organisational politics on four types of job outcomes. The study employed quantitative method and relied on descriptive survey design. Using a sample size of 300 employees from public and private sector organisations of Pakistan, structured questionnaires were administered in bid to obtain data. The correlation results show that perception of organisational politics is positively related to contextual performance. This implies that, employees' performance increase when OP increases which opposed findings by (Rahman *et al.*, 2011).

Similarly, Gull and Zaidi (2012) did a research on the impact of organisational politics on employees' job satisfaction in Lahore, Pakistan. The purpose of the study was to identify the effect of perceived organisational politics (POP) on employees' job satisfaction (determinant of employee performance) in the health sector of Lahore Pakistan. The study used explanatory design and relied on quantitative method. Though the study's population and sampling technique were not described, data were gathered from a sample size of 250 employees from the health sector in Lahore. Inferential statistical tools such as Pearson correlation and regression were used in analysis and the study concluded that, POP is negatively connected to the job satisfaction level of the employees, hence employee performance. This implies that, increase in POP minimises performance of employees in the health sector of Lahore, Pakistan and vice versa.

Atinga, Domfeh, Kayi, Abuosi and Dzansi (2014) carried out a study on the effects of perceived workplace politics in hospitals on nurses' behavioural intentions in Ghana. The aim of the study was to examine the effect of perceived workplace politics on nurses' job satisfaction, commitment, exit intention, job neglect, absenteeism and performance. The study failed to indicate the design and approach used likewise the population from which a sample of 610 nurses consisting associate and professionals were drawn. However, structured questionnaires were used to solicit for data and multivariate regression model was used in computing the association between perceived politics and performance of nurses likewise the other hypotheses. The study found that, perceived organisational politics leads to decline in job satisfaction, commitment and performance of the nurses.

Also, a research was carried out by Abbas and Raja (2014) on the impact of perceived organisational politics on supervisory-rated innovative performance and job stress in Pakistan. The study specifically examines the impact of perceived organisational politics (POP) on job stress and innovative job performance. The failed to describe the approach, design and population, but, to test hypotheses, data were collected from a diverse sample of employees and their supervisors (237 paired-responses) in Pakistan. Consistent with hypothesis, correlation and regression analysis were carried out and the study found that, POP had detrimental effects on supervisory-rated innovative job performance. Therefore, employees who perceived high politics in their work environment, demonstrated low levels of innovative behaviours and performance.

In addition, a study was conducted by Ofori (2014) in Ghana on the relationship between perceived organisational politics (POP), employee political skill (EPS) and job stress (JS) among employees in the Ghanaian private sector. The study examined the relationships between POP, EPS and JS and sought to further explain the context of organisational politics from an individual's perspective. Using a cross sectional survey design and quantitative method, convenience sampling was used to select 250 employees from the private formal sector across various industries in Ghana. using correlation analysis, the study found that, POP had a negative relationship with JS whereas political skill was also found to moderate the relationship between POP and JS.

Furthermore, Rong and Cao (2015) did a study on relationship among perception of organisational politics (POP), perceived organisational support (POS), organisational commitment (OC) and work engagements (WE) in

China. As part of the objectives, the study examined the relationship between POP and WE in China. The study failed to describe the research methods used in the study, however, its findings indicated that, perception of organisational politics is negatively related to work engagement likewise organisational commitment. Thus, increase in POP minimises work engagement and invariably performance.

Nadeem, Ahmad and Batool (2015) also conducted a study on perception of politics and perceived performance in public sector organisations of Karachi, Pakistan. The study specifically examined the relationship between perception of politics and perceived performance. The study failed to define the approach and design used likewise the population. However, 250 structured questionnaires were administered to employees of different public companies from different industries and 200 of them were retrieved and used in the analysis. Using correlation analysis, it was found that, a negative relationship exists between organisational politics and performance of public workers in organisations of Karachi, Pakistan. This implies that, workers' performance increases rapidly in environments which are free from politics.

Further, Khalid and Ishaq (2015) conducted a study on job related outcome in relation to perceived organisational politics in Pakistan. The study specifically looked at the association of perceived organisational politics (POP) with job related outcomes including organisational commitment, job satisfaction and turnover intentions. The study used the quantitative approach through correlational research design. For that purpose, 353 university teachers were selected from an unknown population. Using inferential tools such as correlation and regression, results of the research revealed that, POP

negatively predicted job satisfaction which in turn affects employee performance adversely. This implies that, the lesser employees perceive organisational politics, the higher their performances in Pakistan and vice versa.

In Elkhail (2017)'s study on organisational politics and employee behaviour, a comparison was made between USA and Lebanon. One of the objectives looked at the relationship between organisational politics and employee behaviour. Relying on a survey-based design and quantitative approach, the study solicited for data using questionnaires from an undefined population. The sample size comprised 352 participants with 176 from each country. The study processed data using SPSS v.23 and analysed data through correlation matrix, t-test and descriptive statistics. It was found that, no relationship exists between organisational politics and employee behaviour in USA while, a negative relationship exists between organisational politics and employee behaviour in Lebanon. Employees in Lebanon also experienced more power distance resulting in higher job-related anxieties and stress levels than employees in USA.

Haroon, Hussain and Nawaz (2017) carried out a research on the influence of perceived organisational politics on employee performance in Lahore, Pakistan. The study examined the influence of perceived organisational politics (POP) on employee performance (EP). The study was quantitative in nature and employed the survey method. Data was administered to 250 employees from both private and public organisations using structured questionnaires but 230 were retrieved and used for analysis. Respondents were selected from an undefined population using convenience sampling technique.

Conducting a correlation analysis, though a wrong statistical tool for analysis, the study found that, POP diminishes employee performance because it increases job stress of employees which prevent them from working to full potential.

It could be deduced that; several literatures exist on perceived organisational politics and employee performance in several countries. However, it was found that, as some scholars found a positive relationship between the variables, others found no and/or negative relationships between the variables. Also, most of the literatures employed inappropriate research methods whereas others failed to describe the research methods they employed in their respective studies. Additionally, none of the studies focused on employees in the electoral commission offices in the Western region, Ghana despite the prevalence of organisational politics in the organisation. In view of the above, existing literatures have created a gap which the study seeks to fill by examining the relationship between perceived organisational politics and employee performance.

Moderating Role of Perceived Organisational Support in Relationship between Perceived Organisational Politics and Employee Performance

This section presented reviews of literature in relation to the third objective of the study. Existing literatures have revealed diverse results thus the need to review in bid to provide justifications for the study's findings.

For instance, Hochwarter, Hampton and Ferris (2014) conducted a study to investigate the role of subordinates' perceived supervisor political support (SPS) on subordinates' reactions to political perceptions. The study failed to indicate the area where the study was conducted likewise the design

and approach used. Using a three-sample investigation analysis and obtaining data from 505 employees of a package distribution firm, engineering firm and a manufacturing-related professional conference respectively, the study found that, high supervisor political support enables employees to survive and cope with organisational politics more effectively. It therefore concluded that, in the presence of perceived politics and supervisors political support, job satisfaction and employee performance are at favourable levels.

Also, a research was conducted by Bodla, Afza and Danish (2014) on the relationship between organisational politics perceptions and employee performance in Pakistan with social exchange perceptions playing a mediating role. The study failed to indicate the approach and design used but data was collected from 36 institutes all over Pakistan using self-administered questionnaires. Out of 1360 questionnaires distributed, a total of 1163 (85.51% response rate) were retrieved and analysed using frequencies, percentages, means, standard deviation and means.

Moreover, AMOS 20 was used to develop structural and measurement model in structural equation modelling and for testing mediation through bootstrap strategy. The standardised indirect effect revealed that, perceptions of social exchange fully mediate the relationship between perceptions of organisational politics and employees' performance. The study concluded that, the perception of organisational politics is negatively related to work engagement in which perceived organisation support plays a moderating role. This conclusion opposed the work of (Rong & Cao, 2015) who found that perception of organisational politics is positively related to work engagement through organisational support.

Similarly, Nadeem *et al.* (2015) conducted a study on perception of politics and perceived performance in public sector organisations of Karachi, Pakistan. The study employed perceived organisational support to moderate the relationship between the variables. The study failed to define the approach and design used likewise the population. However, 250 structured questionnaires were administered to employees of different public companies from different industries and 200 of them were retrieved and used in the analysis. Using correlation analysis, the study found that, perceived organisational support moderates the relationship between organisational politics and perceived performance in the public sector.

Additionally, Biswakarma (2016) did a study on the influence of employees perceived organisational support (POS) and job performance (JP) on customer satisfaction (ICS) in Nepalese hospitality sector. Adopting descriptive and explanatory research designs, the study collected data from 158 hotel employees and 152 international customers. The study failed to indicate the population and technique used in determining the sample size and selecting respondents. However, the hypothesised relationships were tested through structural equation modelling (SEM) using AMOS v23, the study found that, POS significantly mediates partially the relationship between POP and ICS. It was concluded that, PJP strongly relates with achieving higher level of ICS in Nepalese hospitality sector through POS.

Haroon *et al.* (2017) carried out a research on the influence of perceived organisational politics on employee performance in Lahore, Pakistan. The study was quantitative in nature and employed the survey method. Data was administered to 250 employees from both private and public

organisations using structured questionnaires but 230 were retrieved and used for analysis. Respondents were selected from an undefined population using convenience sampling technique. Conducting a correlation analysis, the study found that, POS partially moderates POP and EP. This finding was in line with the finding by (Biswakarma, 2016).

This section revealed that, most of the studies were done outside the shores of Ghana. In addition, most of the studies examine a fractional part of employee performance and not as whole as it is in this current study. Furthermore, similar works in this area depicted contradicting results, some depicts weak significant positive relationship, others revealed strong negative relationship and some also revealed strong significant positive relationship. In view of this that, this current study will examine the moderating role of perceived organisational support in the relationship between perception of organisational politics and employee performance at the Electoral Commission offices in the Western Region.

Conceptual Framework

This section presented the conceptual framework on the key variables in the objectives of the study. The framework provided a pictorial view of the study's research objectives. It also provided a direct link between the variables understudy. Based on the objectives, perception of organisational politics represented the independent variable while perceived organisational support represented the mediating variable and employee performance represented the dependent variable. This framework was presented in Figure 1.

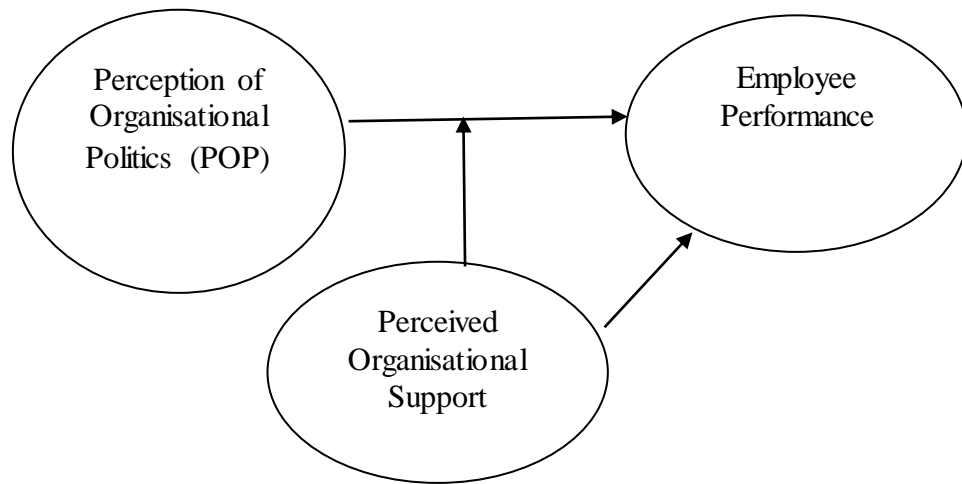


Figure 1: Conceptual framework of the study

Source: Author's own construct, Hammond (2019)

Figure 1 explains the link among the variables (perceived organisational politics, perceived organisational support and employee performance). The arrow pointing at employee performance from perceived organisational politics depict a relationship between the two variables where the former is likely to influence the latter. Also, the arrow from perceived organisational support indicates its influence in the relationship between perceived organisational politics and employee performance. Finally, the arrow from perceived organisational support to employee performance indicate a relationship between the two variables. Thus, the former has a significant relationship with the latter as suggested by the first research objective.

It could, therefore, be deduced that, employee performance (EP) relies on perceived organisational politics (POP) through perceived organisational support (POS). This implies that, any change (positive or negative) in POP could be caused by POS and in turn affect EP in like manner. Thus, EP is dependent on POP and as such, any shift or change in the latter influences the former.

Chapter Summary

This chapter presented reviews of literatures in relation to the objectives of the study. Also, the study was underpinned by two (3) theories consisting of theory of reasoned behaviour and theory of planned behaviour due to their relatedness to the study's objectives. The chapter concluded with a conceptual framework that provided a pictorial view of the study's objectives. The next chapter presents the research methods of the study.

CHAPTER THREE

RESEARCH METHODS

Introduction

The study seeks to examine the moderating role of perceived organisational support in the relationship between perception of organisational politics and employee performance at the Electoral commission offices in the Western Region, Ghana. This chapter presents the research methods of the study and it discusses the research approach, research design, study area, population, sampling procedure, data collection instrument, data collection procedures, ethical issues and data processing and analysis.

Research Approach

The quantitative research approach was adopted for the study as its main purpose is to collect and analyse data objectively. It is a type of approach in which quantitative techniques in the form of descriptive and inferential statistics are used to describe issues in the study (Johnson & Onwuegbuzie, 2004). This approach ensures minimisation of challenges associated with generalisations of a study's outcome since the views are more objective than subjective. However, the use of quantitative research approach requires a lot of scientific cautions and principles which when violated could mislead findings (Creswell, 2012). In view of these, this approach was adopted due to the research questions of the study which require objective answers in bid to avoid biased results.

Research Design

Different scholars have adopted different research designs in their respective studies (Johnson & Onwuegbuzie, 2004; Saunders, Lewis & Thornhill, 2009; Creswell, 2012). According to Saunders et al. (2009), a research design has three (3) main purposes: exploratory (qualitative), causal/explanatory (quantitative) and descriptive (mixed) designs respectively. As such, the choice of a design is dependent on the kind of study being conducted.

Due to the study's quantitative nature, the explanatory research design is the most appropriate design for the study. This is because, an explanatory/causal research aims to establish relationships between variables of which the study intends to achieve. Practically, the study seeks to examine the moderating role of perceived organisational support in the relationship between perception of organisational politics and employee performance. Thus, the research questions were in line to establish relationships among the variables in bid to achieve the aim of the study.

Study Organisation

The study focused on the Electoral Commission of Ghana, notably its offices located in Western region. The Electoral Commission of Ghana is the official body of Ghana which is responsible for all public elections. The commission is seen as an independent body guaranteed by the 1992 constitution of Ghana and it is made up of seven (7) members. The current commission was established by the Electoral Commission Act (Act 451) of 1993. The headquarters of the commission is located in Accra and has numerous offices scattered across the country.

In Western region, for instance, there are twenty-two (22) Electoral Commission offices located in twenty-five (25) districts (Electoral Commission report, 2016). It is to note that, there are 544 electoral areas in Western region. The study was carried out in this organisation in bid to determine whether results from existing studies on the moderating role of perceived organisational support in the relationship between perception of organisational politics and employee performance are relevant or applicable among employees in offices in Western region.

Population

A population is a complete group of entities sharing some common set of characteristics (Zikmund, 2003). To achieve the study's objectives, all Electoral Commission offices in Western region were included. According to Electoral Commission report (2016), there are 22 offices in Western region with 21 of them having four (4) permanent workers while the regional office boasts of 12 permanent workers. Therefore, the total population consisted of ninety-six (96) permanent workers occupying all Electoral Commission offices in Western region. This size supports the assumptions underlying the use of any analytical tool. Existing studies have revealed a minimum population size allowable for quantitative studies as 30 respondents (Cohen, 1992; Zikmund, 2003; Creswell, 2014; Creswell & Creswell, 2017). Thus, having a population size of 96 is adequate and justifiable for this study. Simply put, the population size does not violate the analytical tools employed in the study.

Sampling Procedure

Given the number of Electoral Commission offices in Western region coupled with the difficulties associated with locating all of them, attempt to cover all these offices would be practically difficult to achieve. In this regard, it was appropriate for the study to select some elements in the population from which conclusions can be drawn about the entire population as propounded by (Creswell, 2012). In view of this, the study sampled 80 members from the population using the Krejcie and Morgan (1970) sample size determination table. Existing studies have revealed a minimum sample size allowable for quantitative studies as 30 respondents (Cohen, 1992; Zikmund, 2003; Creswell, 2014; Creswell & Creswell, 2017). Therefore, having a sample size of 80 is adequate and justifiable for this study. Simply put, the sample size does not violate the analytical tools employed in the study.

In bid to ensure a high degree of representativeness by providing the elements with equal chances of being selected, the simple random sampling technique was adopted despite the presence of other methods such as stratified, purposive and convenience sampling methods. This sampling procedure was chosen because it is easy to use, considered a fair way of selecting members, gives every member an equal chance of being selected and it is the most straightforward probability sampling procedure as compared to the other sampling procedures (Gravetter & Forzano, 2011).

Data Collection Instrument

For the purpose of the study, a primary data collection instrument, specifically a structured questionnaire, was used to collect data from the respondents. According to Saunder and Lewis (2012), a questionnaire

comprises all methods of data collection in which each person is asked to respond to the same set of questions in a predetermined order. It is used in quantitative studies to solicit for primary data from respondents in bid to aid analysis. Thus, due to the quantitative nature of the study's objectives, structured questionnaire is the most appropriate data collection instrument as compared to the others (observation, interviews).

This questionnaire was self-constructed after following a thorough literature conducted to determine and categorize concepts and variables that have been used in similar past studies. In relation to the study, perception of organisational politics (independent variable) was measured using a 12-scale items developed by (Kacmar & Carlson, 1997). This measurement scale has been adopted by other scholars in their respective studies (Ahmad, Hashmi & Akhtar, 2016; Vigoda, 2000). Also, perceived organisational support was measured using 12 items from scales developed by (Hakkak, Gashti & Nawaser, 2014; Eizenberg, Huntington, Hutchison & Sowa, 1986). Their scales have also been used by other scholars (Biswakarma, 2016; Karatepe, 2012).

Finally, employee performance was divided into three (3) parts comprising task performance, contextual performance and counterproductive work behaviour. For the purpose of the study, these performance indicators were measured using 5-items scale each from the Rasch model. The items in this model were adopted and modified by (Koopmans *et al.*, 2011; Williams & Anderson, 1991). This performance measurement scale has also been used by (Ahmad *et al.*, 2016; Koopmans *et al.*, 2013, 2014; Lundgren & Tennant, 2011; Andrich & Styles, 2009; Gothwal, Wright, Lamoureux & Pesuvods,

2009) in their respective studies. Moreover, the questionnaire was drafted on a scale of 1-5 with 1=least agreement and 5=highest agreement and this enabled analysis of data using both descriptive and inferential statistics in order to achieve the study's objectives.

Also, the questionnaire was put into four (4) major sections with Section A soliciting for demographic information from respondents and Section B solicit for data in relation to employees' perception of organisational politics. With Section C, respondents were asked to rate their perceptions on organisational support in the organisation and finally, Section D asked respondents to rate how their performances are measured under three (3) parts. Questionnaires were drafted in Section B-D in bid to gather data purposely to answer the objectives of the study.

Data Collection Procedure

Prior to the data collection exercise, permission was sought from the regional office of the Electoral Commission in Western Region through an introductory letter from the university. Permission was then granted with the assurances that none of the respondent's information provided would be used for purposes beyond this study. The structured questionnaires were then distributed and collected with the help of two (2) qualified, trained and well-equipped assistants. Assistants were involved due to the difficulty associated with gathering data on time and the need to provide explanations to respondents who had difficulties.

Additionally, the data collection exercise took three (3) weeks to complete due to the stressful nature of accessing and inducing respondents to partake in the exercise. The assistants visited the respondents five (5) times

within a week under the permissions of the respondents until the time allocated for the study elapsed. However, difficulty in allocating respondents, unwillingness of some of them to partake in the exercise and delays in returning completed questionnaires were some of the major challenges encountered during the data collection exercise. Moreover, all efforts were made to correct the major problems in bid to attain a reasonable amount of data for analysis and generalisation of findings.

Reliability and Validity

When conducting a research, it is important that the study collect empirical findings that reflect the reality of situations. Therefore, one needs to be sure that the data will answer the research questions or objectives and the data will be easily accessible (Saunders & Lewis, 2009). One way to evaluate a primary source is to use the concepts of validity and reliability. The degree of reliability measures the extent to which extent data collection can be trusted (Rönkkö & Evermann, 2013). It is to note that, reliability was tested using Cronbach alpha and its result was presented in next chapter

On the other hand, validity is mainly about trustworthiness, in other words, how well the result of the thesis agrees with the reality. This is called internal validity whereas, external validity is about the degree of generalisability (Rönkkö, & Evermann, 2013). The degree of validity explains the extent to which data methods accurately measure what they are intended to measure. One weakness with validity is that, it deals with a relatively small sample which makes the results of the study quite restricted. Thus, the study could not make a random sample from the whole company population but thoroughly investigated only a few and compared the results to other's

operating in the same environment. This therefore affects the results since it does not provide the study with clear results that apply to the full population, and thus makes the possibility for generalisation smaller.

Ethical Considerations

According to Bryman (2009), main rules of data collection comprise: a) voluntary participation b) the right to privacy c) Freedom d) Anonymity and e) Confidentiality. In this study, all efforts were made to meet all the ethical rules above. For instance, the data collected for this study did not involve any confidential information to a great degree. In order not to waste the valuable time of the respondents and also not to disrupt their activities, respondents were made to indicate their own free times for the exercise whereas some of them were given ample time to answer the questionnaire devoid of pressure.

Further, any study is expected to be free from biases and it must also be scientifically sound and honestly, thoroughly and accurately reported (Malhotra & Birks, 2007). In view of this, participants were informed about the purpose of the research and what objectives it sought to accomplish. They were then encouraged to feel free and express their views as objectively as possible and that they were at liberty to choose whether to participate or not. They also had the option to withdraw their consent at any time without any form of adverse consequences. Anonymity and confidentiality were guaranteed to the participants and as such, this study and its associated methods adhered to all of these ethical considerations.

Data Processing and Analysis

After gathering ample data from respondents, the study was processed using IBM SPSS Statistics version 24 software and both descriptive and inferential statistics were used for the analysis. The descriptive statistics, for instance, comprised frequencies, percentages, means and standard deviation where means and standard deviations were used to analyse the 5-point continuous scales of all the sections. For each scale item, the mean scores and standard deviations were computed. Finally, correlation and regression analysis (inferential statistics) were used to analyse the objectives of the study and results were presented in tables.

Chapter Summary

This chapter discussed the research methods employed to achieve the purpose of this study. This section therefore presented the key elements of research methods comprising approach, design, population, sample and sampling procedure, data collection instrument, among others used in the study. The explanatory research design was adopted and thus used the quantitative research approach. Moreover, the chapter revealed that both descriptive and inferential statistical tools such as percentages, frequencies, means, standard deviations, correlation and regressions were used to analyse the data (obtained from questionnaire) in bid to answer the research questions of the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter entails the socio-demographic characteristics of respondents, examines the relationship and the effect of perceived organisational support and employee performance, analyses the relationship and the effect of perceived organisational politics on employee performance and assessed how perceived organisational support moderates in the relationship between perceived organisational politics and employee performance.

Socio-demographic characteristics of respondents

This section analyses the specific personal characteristics of the respondents. These background data include sex, age, education level, job position and number of years worked. The results are reported in Table 1.

From Table 1, majority (46) of the respondents were male. This represents (60.5%) of the 76 respondents used. Thus, (30) respondents were female, representing (39.5%) out of the 76 respondents. In relation to age of the respondents, thirty (30) of the respondents had age distribution of 41 to 50 years denoting about (39.5%) of the respondents, followed by 31 to 40 years (26) representing (34.2%). The least number (10) in terms of the age distribution was those within the age bracket of 20 to 30 years and 51 to 60 years with percentage of (13.2%) each.

In relation to the marital status of respondents, it was found that, sixty-two (62) of the respondents representing (55.9%) were married while forty-six

(46) of them representing (41.4%) were not married. The remaining three (3) of the respondents were distributed between those divorced (2) and separated (1) with a percentage of (1.8%) and (0.9%) respectively. This means that, majority of the respondents were married.

Table 1: Socio-demographic Characteristics of Respondents

	Frequency	Percent
Sex		
Male	46	60.5
Female	30	39.5
Age		
20 – 30 years	10	13.2
31 – 40 years	26	34.2
41 – 50 years	30	39.5
51 – 60 years	10	13.2
Education		
Certificate	26	34.2
Diploma	24	31.6
Degree	17	22.4
Master's Degree	9	11.8
Job Position		
Regional Director	1	1.3
Electoral Assistant	29	38.2
Clerk	12	15.8
Secretary	9	11.8
Number of years worked		
Below 5 years	13	17.1
5 – 10 years	12	15.8
11 – 15 years	17	22.4
16 – 20 years	24	31.6
21 – 25 years	10	13.2
Total	76	100.0

Source: Field survey, Hammond (2019)

Moreover, in relation to the job position of the respondents, it was revealed that, one (1) of the respondents representing (1.3%) was a regional director, while twenty-nine (29) of the respondents representing (38.2%) were electoral assistants. Also, twelve (12) of the respondents representing about (15.8%) were clerks, whereas twenty-five (25) of them representing (32.9%) were secretaries at the electoral commission offices in the Western region. It was also found that, nine (9) of the respondents representing (11.8%) held other positions and precisely drivers, security personnel and accountants. This means that, majority of the respondents at the electoral commission offices in the Western region were electoral assistants or district electoral officers.

Also, the number of years the respondents have worked in their various firms were assessed. Those who had served for 16 – 20 years were 24 (31.6%) of the respondents whilst those who served 11 – 15 years were 17 (22.4%). Respondents who served below 5 years were 13 (17.1%), followed by those who had served for 5 – 10 years were 12 (15.8%). Lastly, respondents who had served for 21 – 25 years were 10 (13.2%). This means that, majority of the respondents have served for over 10 years and this implies that, they had the adequate knowledge to provide relevant and reliable information needed to achieve the study's objectives.

Effect of Perceived Organisational Support on Employee Performance

This objective looks at the effect of organisational support on employee performance. To achieve this, Table 2 gives details of the relationship between organisational support and employee performance. Employee performance was measured using three different variables, these were: task performance, contextual work behaviour, counterproductive work behaviour. Each of these

variables were run against organisational support to assess the relationship between them. The results of this analysis can be seen in Table 2.

Table 2: Correlations

		OS	TP_EP	CWD_EP	CPWB_EP	EP
	Pearson Correlation	1				
OS	Sig. (2-tailed)					
	N	76				
	Pearson Correlation	-.072	1			
TP_EP	Sig. (2-tailed)	.538				
	N	76	76			
	Pearson Correlation	-.004	.326**	1		
CWD_EP	Sig. (2-tailed)	.974	.004			
	N	76	76	76		
	Pearson Correlation	.532**	-.287*	-.214	1	
CPWB_E	Sig. (2-tailed)	.000	.012	.063		
P	N	76	76	76	76	
	Pearson Correlation	.331**	.666**	.490**	.425**	1
EP	Sig. (2-tailed)	.004	.000	.000	.000	
	N	76	76	76	76	76

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey, Hammond (2019)

The table shows the strength of the relationship between the variables. The correlation coefficient (r) using Pearson product moment correlation was 0.331 significant at $p \leq 0.01$ between organisational support and employee performance. This indicates that there is a significantly positive relationship between organisational support and employee performance and the strength of

this relationship is low. This finding is supported by Kishore (2016), Guan *et al.* (2014), Karavardar (2014) and Owusu (2014) who all found perceived organisational support (POS) to have a significant positive relationship with employee performance (EP) in their respective studies.

Hence, an increase in organisational support will lead to a significant but low increase in employee performance and a decrease in organisational support will lead to a significant but low reduction in employee performance. Correlating the components of employee performance and organisational performance, it can be seen from Table 2 that the relationship between organisational support and task performance is negative at $r = -0.072$ and this relationship is not significant. Correlating organisational support and contextual work behaviour, $r = -0.004$ which is not significant. But there is a moderate significant positive relationship between organisational support and counterproductive work behaviour. The two variables were significant at $p \leq 0.01$, and $r = 0.532$. This finding is being supported by existing studies (studies by (Kishore, 2016; Guan *et al.*, 2014; Karavardar, 2014).

A regression analysis was employed to examine the effect of organisational support on employee performance after it has been established that there is a relationship between the two variables. The regression model was evaluated by the coefficient of determination denoted by R-square (R^2). It represents the proportion of variance in a variable which is linearly accounted for by the other (Cohen, 1992). With organisational support as the independent variable and employee performance as the dependent variable. Table 3 gives the model summary of the output.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.331 ^a	.109	.097	.41202

a. Predictors: (Constant), OS

Source: Field survey, Hammond (2019)

This table displays R, R squared, adjusted R squared, and the standard error. R is the Pearson product moment correlation coefficient which indicates the strength and direction of the linear relationship between the dependent variable (employee performance) and the independent variable (organisational support). Hence from Table 3, organisational support and employee performance are positively correlated, and the strength of the relationship is weak at 0.331. Empirically, the study's finding is supported by Kishore (2016) and Guan *et al.* (2014).

The R squared, the coefficient of determination, is the proportion of variation in the dependent variable explained by the regression model. Thus, about (10.9%) of the variation in employee performance is explained by the organisational support of the organisation. Adjusted R² is reported when it substantially differs from R² (Green & Salkind, 2010). But since there is no difference between the two, the adjusted R² will not be reported in this study.

Table 4 is the ANOVA table which provides the test significance for R and R² using the F-statistic. The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). If the significance value of the F statistic is small (smaller than say 0.05) then the independent variables do a good job explaining the variation in the dependent variable.

Table 4: ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	1.542	1	1.542	9.083	.004 ^b
1	Residual	12.563	74	.170		
	Total	14.105	75			

a. Dependent Variable: EP

b. Predictors: (Constant), OS

Source: Field survey, Hammond (2019)

In this analysis, the p -value is well below .05 ($p < .01$). Therefore, it can be concluded that the R and R^2 between organisational support and employee performance is statistically significant, and therefore organisational support in an organisation can significantly influence their employees' performance. Studies by Kishore (2016), Guan *et al.* (2014), Karavardar (2014) and Owusu (2014) all found perceived organisational support (POS) to have a significant influence on employee performance (EP) and as such supported this study's finding.

The table in the SPSS output labelled coefficients (Table 5) provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the*- value for the intercept (a) in the regression equation. The numerical value on the second row, labelled as organisational support (OS) in this case (representing the independent variable), is the value for the slope (b) for the regression equation.

Based on the results in the table, the study can report the following regression equation, predicting employee performance based on the organisational support available to them.

$$Y (\text{employee performance}) = 2.784 + 0.222X (\text{organisational support}).$$

Table 5: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	2.784	.234		11.920	.000	
	(Constant)					
	OS	.222	.074	.331	3.014	.004

a. Dependent Variable: EP

Source: Field survey, Hammond (2019)

Taking the values for the slope and the intercept in the resulting regression equation, the researcher can make the following statements: According to the intercept, when organisations do not have any organisational support for their employees, their employees' performance will be 2.784 and according to the slope, for any improvement made in organisational support, employees' performance will increase by 0.222. Therefore, perceived organisational support has a significant effect on employee performance.

It is to note that, studies by Guan *et al.* (2014), Karavardar (2014), Owusu (2014) and Kishore (2016) all found perceived organisational support (POS) to have a significant positive relationship and influence on employee performance (EP) and as such supported this study's finding. In Owusu's study, for instance, it was found that, the supports they obtain from supervisors coupled with the existence of special incentives positively enhance their performance. Kishore also found that, POS positively influences the performance of employees in Khamman district thus increase in POS upgrades EP in like manner.

Effect of Perceived Organisational Politics on Employee Performance

This objective looks at the effect of organisational support on employee performance. Table 6 gives details of the relationship between organisational politics and employee performance. Employee performance was measured using three different variables, these are; Task performance, contextual work behaviour, counterproductive work behaviour. Each of this variable was run against organisational politics to assess the relationship between them. The results of this analysis can be seen in Table 6.

The table shows the strength of the relationship between the variables. The correlation coefficient (r) using Pearson product moment correlation was 0.181 significant at $p = 0.117$ between organisational politics and employee performance. This indicates that there is no significant relationship between organisational politics and employee performance. This finding is consistent with a study by Elkhail (2017) who found no significant relationship to exist between organisational politics and employee behaviour in USA.

Hence an increase in organisational politics will not significantly affect employee performance and a decrease in organisational politics will also not significantly affect employee performance. Correlating the components of employee performance and organisational politics, Table 6 revealed that the relationship between organisational politics and task performance is negative at $r = -0.204$ and this relationship is not significant. Correlating organisational politics and contextual work behaviour, $r = -0.103$ was not significant, but there is a moderate significant positive relationship between organisational politics and counterproductive work behaviour with $p \leq 0.01$, and $r = 0.516$.

Table 6: Correlations

	OP	TP_EP	CWD_EP	CPWB_EP	EP
	1				
Pearson Correlation					
OP					
Sig. (2-tailed)					
N	76				
	-.204	1			
Pearson Correlation					
TP_EP					
Sig. (2-tailed)	.078				
N	76	76			
	-.103		1		
Pearson Correlation		.326**			
CWD_EP					
Sig. (2-tailed)	.375	.004			
N	76	76	76		
	.516**	-.287*	-.214	1	
Pearson Correlation					
CPWB_EP					
Sig. (2-tailed)	.000	.012	.063		
N	76	76	76	76	
	.181	.666**	.490**	.425**	1
Pearson Correlation					
EP					
Sig. (2-tailed)	.117	.000	.000	.000	
N	76	76	76	76	76

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey, Hammond (2019)

Moreover, the second aspect of the objective which looks at the effect of organisational politics on employee performance was not carried out due to the no relationship between the two variables; organisational politics and employee performance. Hence the independent variable (organisational politics) cannot significantly influence the dependent variable (employee performance). The finding is consistent with the study conducted by (Elkhail, 2017). Elkhail (2017) found that, no relationship exists between organisational politics and employee behaviour in USA. This implies that, the job performances of staff at the Electoral Commission offices in the Western Region are not influenced by their perception about organisational politics.

Perceived Organisational Support Moderates in the Relationship between Perceived Organisational Politics and Employee Performance

This objective looked at the interaction of perceived organisational support in the relationship between organisational politics and employee performance. A regression analysis was done to assess the role perceived organisational support plays. Three tables were derived from the regression analysis conducted, Tables 7, 8, and 9. With perceived organisational support as the independent variable and employee performance as the dependent variable. Table 7 gives the model summary of the output.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.189 ^a	.036	.009	.43160

a. Predictors: (Constant), mod, OP

Source: Field survey, Hammond (2019)

This table displays R, R squared, adjusted R squared, and the standard error. R is the Pearson product moment correlation coefficient which indicates the strength and direction of the linear relationship between the dependent variable (employee performance) and the independent variable (perceived organisational politics). Hence from Table 7, perceived organisational politics and employee performance are positively correlated, and the strength of the relationship is low at .189. The R squared, the coefficient of determination, is the proportion of variation in the dependent variable explained by the regression model. Thus, (3.6%) of the variation in employee performance is explained by perceived organisational politics. Adjusted R^2 is reported when it substantially differs from R^2 (Green & Salkind, 2010), but since there is no difference between the two, the adjusted R^2 was not reported.

Table 8 is the ANOVA table which provides the test significance for R and R^2 using the F-statistic. The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). If the significance value of the F statistic is small (smaller than say 0.05) then the independent variable does a good job explaining the variation in the dependent variable.

Table 8: ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.506	2	.253	1.359	.263 ^b
1 Residual	13.598	73	.186		
Total	14.105	75			

a. Dependent Variable: EP

b. Predictors: (Constant), mod, OP

Source: Field survey, Hammond (2019)

In this analysis, the ρ -value is above .05 ($\rho > .05$). Therefore, it can be concluded that the R and R^2 between perceived organisational politics and employee performance is not statistically significant hence making the model not significant. This finding contradicts studies by Haroon, Hussain and Nawaz (2017) and Biswakarma (2016) who found that, perceived organisational support partially moderates the relationship between perceived organisational politics and employee performance in their respective study areas.

The table labelled coefficients (Table 8) provides information that is useful for understanding the regression equation.

Table 9: Coefficients^a

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	2.996	.318		9.415	.000
1 OP	.141	.090	.219	1.570	.121
Mod	.025	.053	.066	.474	.637

a. Dependent Variable: EP

Source: Field survey, Hammond (2019)

From the study, under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The numerical value on the second row, labelled as POP (perceived organisational politics) in this case (representing the independent variable), and mod (the moderating variable) is the value for the slope (b) for the regression equation. But since the model is not significant, thus the independent variable cannot influence the dependent variable and an interaction between the independent variable and

the moderating variable also cannot significantly influence the dependent variable, a regression equation cannot be extracted out of the results.

This finding contradicts studies by Haroon, Hussain and Nawaz (2017) and Biswakarma (2016) who found that, perceived organisational support partially moderates the relationship between perceived organisational politics and employee performance in their respective study areas. Biswakarma's (2016) study was conducted in Nepalese hospitality sector, while Haroon *et al.*'s study was conducted in Lahore, Pakistan. The study's finding also contradicted a study by Nadeem *et al.* (2015) who found organisational support to significantly moderate the relationship between organisational politics and perceived performance of public sectors organisations in Karachi, Pakistan. As such, the possible cause of these contradictions with this study's finding could be as result of geographical differences.

Chapter Summary

This section presented the results and discussion of the study's data. From the study, it was revealed that, organisational support has a significant effect on employee performance. Also, this chapter revealed that, organisational politics does not significantly influence the performance of employees at the electoral offices in the Western region. It was finally revealed that, perceived organisational support does not significantly moderate the relationship between organisational politics and employee performance in the area under study. The next chapter presents the summary, conclusions and recommendations of the study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of the main findings, conclusions drawn from the findings and recommendations for policy consideration and suggestions for further research.

Summary

The purpose of the study was to examine the moderating role of perceived organisational support in the relationship between perception of organisational politics and employee performance at the Electoral Commission offices in the Western Region. The study was guided by the following research objectives:

1. examine the effect of perceived organisational support on employee performance.
2. analyse the effect of perceived organisational politics on employee performance.
3. assess how perceived organisational support moderates in the relationship between perceived organisational politics and employee performance.

The study employed the quantitative research approach and the explanatory research design due to the purpose of the study. The structured questionnaire, a primary collection instrument, was used to gather data from eighty (80) respondents, however, seventy-six (76) of them with a response rate of (95.0%) were relevant for analysis. These respondents were randomly sampled from a target population of ninety-six (96) permanent workers at the

Electoral Commission offices in the Western Region. The data obtained was processed using IBM SPSS statistics version 24 and analysed using descriptive tools such as frequencies, percentages, means and standard deviation and inferential tools such as correlation and regression. The results were then presented in tables in Chapter four, but the main findings were summarised below:

In relation to the first objective on the effect of perceived organisational support on employee performance, it was found that, perceived organisational support has a significant effect on employee performance. As such, in the absence of perceived organisational support for the employees at the Electoral Commission offices, their performances will be 2.784 and according to the slope, implementing and improving organisational support will lead to increase in their performances by 0.222. According to this finding, organisational support plays significant roles in the performances of employees and thus their perception towards it affect their performances.

In relation to the second research objective on the effect of perceived organisational politics (POP) on employee performance (EP), the study found that no significant relationship exists between these two (2) variables ($p > .05$) and invariably POP had no effect on EP. As such, the performances of employees at the Electoral Commission offices within the Western Region were not influenced by their perception towards organisational politics. Simply put, any increase or decrease in the independent variable (POP) will not cause any change in the dependent variable (EP).

Finally, in relation to the third objective on how perceived organisational support (POS) moderates the relationship between perceived

organisational politics (POP) and employee performance (EP). The study found that, POS does not significantly moderate the relationship between POP and EP since there was no significant relationship between POP and EP. The moderator (POS) had a ρ -value of (.637) which was above .05 ($\rho > .05$) thus indicating that it does not significantly moderate the relationship between the two (2) variables.

Conclusions

This study has provided an overview and relevant discussion on the three (3) major variables (perceived organisational politics, perceived organisational support and employee performance) within academic literature. It has brought to bear relevant information that could inform policies of the Electoral Commission offices within Western Region. From the major findings of the study, the following conclusions were drawn:

The study concluded that, employees' perception about the various support provided by the Electoral Commission has a significant effect on their performances. As such, any increase in perceived organisational support cause an increase in their performances at their respective work places. This was not surprising to find because both researchers and industrial experts have revealed that, organisations that support their employees are able to help them enhance their individual performances and invariably organisational performances. Organisational support generally comes in the form of fair treatment, supervisory support, rewards and favourable job conditions. As such, the more these support programs or amenities are provided, the higher the performances of employees.

Also, the study concluded that, perceived organisational politics (POP) had no significant effect on employee performance in the area under consideration. This finding was unexpected because, organisational politics is seen as actions which affect activities, decision making and more importantly behaviours of employees through deliberate use of power and as such was expected to have an effect on the performances of employees. However, the study contributes to a better understanding that performances of employees at the Electoral Commission offices within Western Region could be influenced by other factors such as motivation, employee engagement, work life balance and leadership styles and as such, their perceptions toward organisational politics do not have any effect on their performances.

Finally, the study concluded that, Perceived Organisational Support (POS) does not significantly moderate the relationship between Perceived Organisational Politics (POP) and Employee Performance (EP). This finding was expected because POP had no significant relationship with EP. This reveals that, in times where POP does not have any influence on EP, any perceived support of the organisation does not also influence employees' performances. Although POS plays significant roles in improving employee performance, it does not moderate the relationship between POP and performances of employees at the Electoral Commission offices within the Western Region of Ghana.

Recommendations

On the strength of the research findings and conclusions made, the following recommendations are hereby made. The study recommends that, management of the Electoral Commission of Ghana should create a supportive

environment that would help employees satisfy their psychological, economical, physiological and emotional needs in order to enhance their performances. This is because, it has been revealed that employees' perception about organisational support influence their performances positively. Supportive environment can be achieved by creating more social and supportive networks for the employees, leadership/ management support, regular training and development programmes and creating a unique and supportive organisational culture.

Also, it was recommended that, management of the Electoral Commission of Ghana should channel their resources towards the improvement of areas (work life balance, motivational incentives, job satisfaction, employee engagement, employee assistance programmes) that improve employee performance other than tackling organisational politics. This is because, employees' performances are not influenced by their perception towards organisational politics and as such management should focus on the other factors in bid to avoid wastage of resources and invariably manage the public coffers without impeding on employee and organisational performances.

Finally, the study recommended that, management of the Electoral commission of Ghana should ensure that all individual goals are synchronised with the organisational goals in order to maintain or improve employee performance. Although perceived organisational politics was found to have no effect on performances, it is generally seen as one of the common practices in most organisations due to the self-interest of some employees. It can therefore be constructive or destructive and as such should be controlled through

synchronisation to prevent employees' performances from deteriorating in future.

Suggestions for Further Research

This study focused on the establishing the relationship between perceived organisational politics and employee performance using perceived organisational support as the moderating variable. The study was also carried out within the scope of employees in all the Electoral Commission offices within Western Region, Ghana. Since this study found that, perceived organisational support does not significantly moderate the relationship between the two variables, further research in this study area can consider other moderating variables such as psychological contract, job satisfaction, employee commitment in their various studies to test whether similar or contrasting findings could be made.

Future research can also conduct a broad-based study by focusing on all Electoral Commission offices in Ghana. Therefore, the study suggests a broad-based research titled, "the moderating role of perceived organisational support in the relationship between perceived organisational politics and employee performance at Electoral Commission offices in Ghana.

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APPENDIX

**University of Cape Coast
College of Humanities and Legal Studies
School of Business**

QUESTIONNAIRE

Dear Respondent,

I am conducting a research on “Perception of organisational politics, perceived organisational support and employee performance at the Ghana Electoral Commission” You are invited to participate in this study as an employee of an organisation. Your experience and opinions are significant to the research and your involvement is crucial to the success of the study. I can assure you that all information obtained will be held in the strictest confidence and will only be used for academic purposes only.

Please respond as you deem fit with a tick [√].

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1. Sex
 - a. Male [] b. Female []
2. Age
3. Highest Educational Qualification
Certificate [] Diploma [] Degree [] Master’s Degree []
4. Job Position.....
5. Number of years worked.....

SECTION B: PERCEPTION OF ORGANISATIONAL POLITICS

Please indicate your level of agreement with each of the following statements.
The ratings range from 1 to 5; where 1= least agreement and 5= highest agreement.

Statements	1	2	3	4	5
B1. People get promoted based on how much effort they put into their work and not based on partiality					
B2. Those who work hard are adequately rewarded					
B3. There are a no group of people or individuals in this organisation who get things their way					

B4. Changes in organisational policies serve everyone and not a few individuals					
B5. I am free to say what I think rather than mandatorily accept others views or commands					
B6. In this organisation, it is easy to tell which extension employees must do in order to progress					
B7. There are no uncertainties in this organisation					
B8. People in this organisation do not build themselves by tearing others down					
B9. The organisational system is fair and therefore it is easier to remain quiet than to fight it					
B10. When it comes to pay rise and promotion decisions, organisational policies are relied upon					
B11. The organisational systems allows us to disagree with powerful others when necessary					
B12. People in this organisation often use the selection system fairly to hire only qualified people					

SECTION C: PERCEIVED ORGANISATIONAL SUPPORT

For each of the following statements, please indicate your level of agreement.

The ratings range from 1 to 5; where 1= least agreement and 5= highest agreement.

Statements	1	2	3	4	5
C1. The organisation values my contributions to its success					
C2. My organisation strongly considers my goals and values					
C3. My organisation really cares about my well-being					
C4. My organisation would forgive an honest mistake made by me					
C5. My organisation is willing to assist me when I need special favour					
C6. My organisation cares about my general satisfaction at work					
C7. My organisation would understand if I were unable to finish my task on time					
C8. My organisation considers and cares about my opinions and suggestions					
C9. My supervisors are proud that I am part of this organisation					

C10. My organisation would try to persuade me to stay if I decided to quit					
C11. My organisation tries to make my job as interesting as possible					
C12. My organisation would grant me a reasonable request for a change of my working conditions					

SECTION D: EMPLOYEE PERFORMANCE

For each of the following statements, please indicate your level of agreement.

The ratings range from 1 to 5; where 1= least agreement and 5= highest agreement.

Statement	1	2	3	4	5
D1: Task Performance					
I managed to plan my work so that it was done on time					
I kept in mind the results that I had to achieve in my work					
Collaboration with others was very productive					
I was able to perform my well work with minimal time and effort					
I know how to set the right priorities					
D2: Contextual work behaviour					
I usually take on extra responsibilities					
I keep looking for new challenges in my job					
I grasp opportunities when they present themselves during work					
I know how to solve difficult situations and setbacks quickly					
I actively look for ways to improve my performance at work					
D3: Counterproductive work behaviour					
I complain about unimportant matters at work					
I did less than was expected of me					
I sometimes do nothing while I should have been working					
I speak with people outside my organisation about the negative aspects of my job					
I speak my colleagues about the negative aspects of my work					

THANK YOU FOR PARTICIPATING