

# Perceived Organisational Politics, Political Behaviour and Employee Commitment in the Wenchi Municipal Assembly, Ghana

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## **Abstract**

*This study assesses the extent to which employee perceptions of organisational politics influence their commitment in the public sector of Ghana. Three standard scales were adopted for generating data for the study namely; perceptions of organisational politics scale, employee commitment questionnaire and the political behaviour scale. Data were processed using the IBM Statistical Product and Service Solution's Version 19.0. The partial least squares structural equation modeling was used to measure the relationship between organisational politics and employee commitment. The mediating effect of political behaviour on this relationship was also measured using the same partial least squares structural equation modeling. A sample of 120 employees was selected from the Wenchi Municipal Assembly for the study. The results of the study indicate that employee perceptions of organisational politics have a positively significant relationship with their commitment in the public sector in Ghana. It was therefore recommended for management to reconsider the individual, group and organisational circumstances that generate perceived organisational politics in order to curtail any unwanted political behaviour in the Assembly.*

**Keywords:** Perceptions, Organisational Politics, Political Behaviour, Employee Commitment

## **Introduction**

Work politics are an integral part of both public and private sector organisations (Ullah, Jafri, & Dost, 2011). They are a reality of organisational life and a common phenomenon in every organisation (Gotsis & Kortezi, 2010). They cannot be prevented in any human society, however, managers can minimize the damaging effects of politics not only by implementing specific measures that address organisational politics, but also by executing comprehensive management strategies to avert its negative effects on the organisation. The understanding of politics and how it works at the workplace, therefore, is an inherent part of people management (Demirel & Goc, 2013).

The importance of organisational politics lies in its potential consequences and effect on work outcomes such as job satisfaction, employee motivation, organisational commitment, job performance, and organisational citizenship (Donald, Bertha & Lucia, 2016; Danish, Humayon, Aslam, Usman & Tariq, 2014; Vigoda & Drory, 2006). While not discrediting the importance of other work outcomes, it is posited that in today's turbulent work environment where employees face more ambiguity in their daily duties coupled with a decreased job security, maintaining employee commitment has become a major challenge facing both private and public sector organisations (Nidhi & Prerna, 2015; Gotsis & Kortezi, 2010). Organisational commitment is the level of allegiance an employee feels for his employer or employing organisation (Demirel & Goc, 2013). According to Nidhi and Prerna (2015), an employee with greater level of organisational commitment is more productive, compatible, has more loyalty towards work, possesses more responsibility and does not intend to quit their present organisations. Employee commitment has been an issue of great research in management, and findings have shown that the concept is a psychological process that (a) characterises the employee's moral obligation to stay in a particular organisation and (b) has implications for their decision to continue or discontinue membership with the organisation (Vigoda & Drory, 2006).

Workplace politics has taken various perspectives, largely from a behaviouralist point of view (Kipnis, Schmidt & Wilkinson, 1980) or from the cognitive perspective (Ferris & Kacmar, 1992). Previous studies focused on the negative aspect of the construct, considering it as almost synonymous with manipulation, coercive influence tactics and other subversive and semi-legal actions (Leslie & Gelfand, 2013; Ferris & Kings, 1991). These studies suggest that organisational politics often interfere with normal organisational processes (decision making, promotion and reward) and therefore, tends to damage productivity and performance on both individual and organisational levels (Drory, 1993). As opined by Ferris and Kacmar

(1992: 104), “most people perceive only the dark side of organisational politics, and indeed, there is a dark side, characterised by destructive opportunism and dysfunctional game playing”. Some recent studies continue to see organisational politics as having negative connotations. For instance, Delle (2013) viewed organisational politics as a potential source of stress which naturally creates an unpalatable atmosphere for people to work. Poon (2003) argued that organisations which are rife with politics provide an uncomfortable environment for people to work in, and is therefore, not good for promoting positive work-related behaviours.

In recent years, most studies focus on the positive aspect of organisational politics. For instance, Fedor, Maslyn, Farmer and Betternhaasen (2008) submitted that positive perception of organisational politics is positively related to satisfaction with the job, supervisor and work environment. In confirming the positive aspect of organisational politics, Simmons (2009), argued that if political tactics are used to advance an organisational cause that benefits everyone equally, then they are more likely to be seen as purposeful and legitimate. According to Simmons (2009), employee involvement in organisational politics positively affects organisational performance, effectiveness, decision making, and change processes within the organisation.

While there are two ways of viewing organisational politics, this paper delves into the positive side of the concept. Organisational politics however may generate tendencies such as forcefulness, power and control, manipulation, rank rivalry, and egotism as a result of common organisational circumstances of uncertainty, disagreement and resource shortage. These are just some lapses of the concept which can be corrected (Gotsis & Kortezi, 2010). In confirming this stand, Gotsis and Kortezi (2010) argued that studies with narrow definitions of the construct are those that found organisational politics negatively related to organisational performance. In other words, political behaviour generates negative outcomes only when it is misapplied (Nidhi & Prerna, 2015). The realisation of the benefits of the practice of organisational politics lies with both individual employees and leadership. What is required is that Human Resource Management practitioners must champion organisational politics in a positive and most appropriate direction (Nunoo, 2010). According to Parker, Dipboye and Jackson (1995) politics is mostly practiced in an organisation to ensure that organisational structures and systems remain, in order to allow the status quo to also remain, so as to protect individuals' self-interest in power and high authority in the organisation.

As a contribution towards the existing literature on the area, the objective of the paper is to explore the relationship between the positive aspect of organisational politics and employee commitment among the staff of the Wenchi Municipal

Assembly in Brong Ahafo Region of Ghana. It is anticipated that such a study would help improve efficiency in the political governance in the study area. Again, the study may be replicated in other developing nations as they are equally confronted with similar workplace experience or problems. In line with the stated objective, the paper is organised as follows: section one presents the introduction of the study. Section two reviews the related literature of the study. Section three examines the methodological issues that were employed in the study. Section Four discusses the findings of the study. The final section is focuses on the conclusions of the study.

## **LITERATURE REVIEW**

### **Perceived Organisational Politics and Political Behaviour**

Studies on politics in the work organisation may be classified into two according to the progress made by researchers in this area of empirical investigation. The first group of studies focused more on the subjective perceptions of employees. They view organisational politics as one represented by the degree to which employees perceive their workplace as being political in nature, and not the political behaviour itself (Donald, Bertha & Lucia, 2016; Danish, Humayon, Aslam, Usman & Tariq, 2014; Kacmar & Carlson, 1997). The second group of studies focused mainly on the influence tactics as being the best representation of political behaviour (Vigoda & Cohen, 2002). Consequently, definitions of politics in the work organisation fall into two broad categories: (1) those that relate to perceptions of organisational politics, and (2) those that relate to political behaviour (Nidhi & Prerna, 2015; Danish, Humayon, Aslam, Usman & Tariq, 2014). The two perspectives about workplace politics are explained in the following section.

The first group of authors relied on Kurt Lewin's (1936) argument that people respond to their perceptions of reality, and not to the reality itself. Following this observation, recent studies on organisational politics have focused more on how people perceive political maneuvers; arguing that the reality of politics rests on the perceptions of individuals rather than the actual influence tactics (Donald, Bertha & Lucia, 2016; Hu, 2010). Miller, Byrne, Rutherford and Hansen (2009) defined organisational politics as a social influence process in which behaviour is strategically designed to maximise long-term and short-term self-interest, that is either consistent with or in opposition to others' interests. According to Gallagher and Laird (2008), perceived organisational politics represent the degree to which individual's view their work environment as promoting the self-interests of others, and thereby being unjust and unfair from the individual point of view. It is

an aspect of organisational life that relates to power, authority and influence (Hu, 2010; Bodla & Danish, 2009). Vigado-Gadot and Drory (2006) defined organisational politics as an intentional social influence process in which behaviour is strategically designed to maximise self-interests, and therefore, in conflict with the collective organisational goals or the interests of other individuals (Donald, Bertha & Lucia, 2016; Danish, Humayon, Aslam, Usman & Tariq, 2014). Valle and Perrewé (2000: 365) also defined organisational politics as “actions that (a) are inconsistent with accepted organisational norms, (b) are designed to promote self-interest, and (c) are taken without regard for, and even at the expense of organisational goals”.

The second group of authors focused on the political behaviour of employees, particularly the influence tactics of members in the organisation (Hu, 2010; Bodla & Danish, 2009). Traditionally, research on organisational politics sought to examine attempts made by individuals to influence the behaviour of others or the entire organisation while pursuing or protecting their self-interests at the expense of others (Donald, Bertha & Lucia, 2016). Organisational politics, based on this approach, narrowly focused on the processes, actions or behaviours aimed at influencing others (Leslie & Gelfand, 2013). This was termed the behavioural approach to the study of organisational politics. The focus was on political strategies, influence tactics and political maneuvering (Pfeffer, 1992). The fundamental tenet of these definitions is that organisational politics is better investigated through employees’ influence tactics that are either self-focused or organisationally-focused (Pfeffer, 1992). For instance, Kipnis, Schmidt and Wilkinson (1980) defined organisational politics as ways in which people at work influence their colleagues, subordinates, and even superiors to obtain personal benefits or to satisfy organisational goals. These groups of definitions reflect a generally negative connotation of organisational politics (Donald, Bertha & Lucia, 2016; Danish, Humayon, Aslam, Usman & Tariq, 2014; Vigoda-Gadot, 2000).

Empirical attempts to assess the relationship between organisational politics and employee commitment have proved equivocal. Some of the studies linking organisational politics and employee commitment found a negative relationship between the two concepts. For instance, Drory (1993) found that perceptions of organisational politics were negatively related to job satisfaction and organisational commitment. In addition, Chang, Rosen and Levy (2009) found that the perception of organisational politics among public sector employees has a strong negative relationship with job performance and affective commitment. The findings of Drory (1993) and Chang, Rosen and Levy (2009) were supported by Hu (2010). In a study that purported to explore the moderating effect of job insecurity as explained by the correlation between organisational politics and

employee commitment, Hu (2010) found that perceptions of organisational politics have a significant negative relationship with two dimensions of organisational commitment; the affective and normative commitment. Contrarily, Hu (2010) found a positive relationship between perceived organisational politics and continuance commitment in the same study.

In a similar study, Donald, Bertha and Lucia (2016) argue that although organisational politics may have some positive influence on employee commitment, unless they are managed and controlled to a minimum level, they can lead to organisational discomfort, which in turn may result in low employee commitment. According to the authors, this will require a political skill that includes an aptitude to employ actions that support feelings of trust, confidence and sincerity. Thus, organisational politics represents a significant aspect of human resource management (Prerna, Nikhat & Srabasti, 2014). However, while the human element has been recognised as the most strategic resource of the organisation (Armstrong, 2009), human society, including the organisation has also been characterised by power, influence, and politics (Ullah, Jafri & Dost, 2011). Consequently, organisational politics are influenced by the societies in which they are embedded (Pfeffer, 1992). By implication, research outcomes on organisational politics in one society, surely, cannot provide solutions to all the questions that may be asked in other societies. For instance, a given political act, such as giving gifts to persuade others for political votes and requiring them to swear an oath may be perceived as being normal and legitimate in some parts of the world, but may be considered unethical and illegal in other societies (Prerna, Nikhat & Srabasti, 2014).

## **Employee Commitment**

Allen and Meyer (1990) defined employee commitment as the willingness of social actors to give their energy and loyalty to social systems, and the attachment of personality systems to social relations which are seen as self-expressive. Meyer, Allen and Smith (1993) also defined employee commitment as a psychological state that characterises an employee's relationship with the organisation, and has implication for the decision to continue membership in the organisation. Again, Meyer, Becker, and Vandenberghe (2004) defined employee commitment as a force that binds an individual to a target (social or non-social) and to a course of action of relevance to that target. In each of the definitions, employee commitment sounds like a force that binds employees to the organisation. The force that binds the employees to their employer can be experienced in different forms, including: an affective attachment and involvement with the target (Affective Commitment), a felt obligation to the target (Normative Commitment), and an awareness of the costs associated with discontinuing involvement with the target (Continuance

Commitment). Thus, employee commitment is multidimensional in nature, encompassing workers' loyalty, their willingness to exert more effort on behalf of the organisation, an adherence to organisational values, and a desire to remain in the organisation (Ugboro, 2006).

Employee commitment is an important issue in management because it provides benefits to both the individual employee and the organisation as a whole (Shahid & Azhar 2013). Employee commitment influences the well-being of the individual employee (Meyer & Herscovitch, 2001). Furthermore, employee commitment has been shown to increase the employee's job satisfaction (Shahid & Azhar, 2013). The organisation benefits from employee commitment in several ways. Committed employees are less likely to quit the organisation (Allen & Meyer, 1990). Committed employees can often make things work even without very good systems and structures, and these are critical to higher organisational productivity (Hu, 2010). Employee commitment also results in an improved labour-management relationship (Shahid & Azhar, 2013).

Allen and Meyer (1990) developed an early model of employee commitment that received considerable attention. The three-component model consists of the Affective Commitment, Continuance Commitment and Normative Commitment. Employees who have a strong affective commitment continue to do work for the organisation because of their emotional attachment towards it. Those with continuance commitment remain with the organisation because of the costs associated with leaving the organisation. Employees with a high level of normative commitment stay with the organisation because of the moral obligation to remain in that organisation. Allen and Meyer's (1990) three-component model has been refined by O'Malley (2000). The new model produces five general factors which relate to the development of employee commitment: affiliative, associative, morale, affective and structural commitments. Two approaches have been used for investigating organisational commitment over the years: the commitment-related attitudes and commitment-related behaviour (Ugboro, 2006). The commitment-related attitude relates to the willingness of an employee to exert high level effort on behalf of the organisation, and an acceptance of its major goals and values (Wiener, 1982). The commitment-related behaviour on the other hand, are those behavioural patterns guided by internalised normative pressures that cause an employee to act in a way that meets organisational goals and interests (Wiener, 1982).

With reference to the preceding classifications, most employers, when assessing the commitment level of their workforce, turn to consider 'how' much commitment exists, and 'what' types of commitment they are. This study, however, focuses on

determining how much commitment is affected by changes in organisational politics. The author is interested in viewing a bigger picture of employee commitment as it is influenced by organisational politics and political behaviour.

On the basis of the preceding review, a conceptual model is established for perception of organisational politics, political behaviour and employee commitment. The conceptual model for this study is based on the notion that political behaviour mediates the relationship between perceived organisational politics and employee commitment. Perception of organisational politics is a multi-dimensional, subjective and context-specific psychological phenomenon. It consists of how employees perceive the 'general political behaviour' of others within the organisation, how the inaction of other members of an organisation is perceived by an individual as 'going along to get ahead', and how 'pay and promotions' are perceived in order to be politically applied by others. Ferris and Kacmar (1992) developed a conceptualisation of organisational politics in which the individual's perception of events is interpreted as his or her view of reality, which thereby propels his or her cognitive and behavioural responses. Thus, in this study, the political behaviour itself is separated from perceptions of organisational politics, and used as a mediating variable for organisational politics and employee commitment.

Rawls's (1971) theory of justice provides a theoretical foundation for the relationship between organisational politics and employee commitment. The justice theory is an extension of the conception of justice associated with the 17<sup>th</sup> and 18<sup>th</sup> Century writers such as Locke, Rousseau, and Kant (Thibaut & Walker, 1975). Rawls based his theory on two different principles: the first requires equality in the assignment of basic rights and duties, while the second holds that social and economic inequalities, for example inequalities of wealth and authority, are just, only when they result in rewarding everyone, and in particular for the least advantaged members of society (Tyler & Caine, 1981). Rawls's (1971) theory of justice was built on his belief that moral discourse has an objective, rational, and cognitive basis, following his desire to: (a) identify and explicate the general moral principles which seem to underlie "well-considered" moral judgments in ordinary life, (b) determine whether these ordinary principles would be agreed to under fair conditions of objective deliberation and reflection, (c) demonstrate that acceptable "fair" principles are practically workable and would lead to a just, stable, "well-ordered" social arrangement in light of the information available from the social sciences, and (d) determine whether such a well-ordered ("just") society is "congruent" with individual human good; that is, whether a just society would

support and be supported by individuals whose personal lives were conducted according to “rational Life plans” (Redmond, 2010).

The original work on justice was rooted in legal research (Thibaut & Walker, 1975). Although this work focused mainly on citizen’s perception of legal systems and resolution, it was eventually extended to other settings, such as citizens’ encounter with the police (Tyler & Folger, 1980), individuals’ evaluation of politicians and teachers (Tyler & Caine, 1981), dispute resolution, and performance evaluations (Greenberg, 1986). The results of these subsequent studies supported the original findings that organisational justice consists of the distributive and procedural justice which have impact on employee commitment (Redmond, 2010). By implication, a particular political behaviour would be perceived as being fair and improving employee commitment if it accounts for both distributive and procedural justice. Distributive justice involves ensuring that outcomes are fairly distributed in the organisation, whilst procedural justice on the other hand deals with whether or not the process used to allocate rewards is fair. These relate to pay and promotion politics (Redmond, 2010). According to the Redmond (2010), whenever employees in an organisation perceive that there is both distributive and procedural justice, they are more likely to be productive and can trust their managers even if they experience some conflict because they perceived them as fair and committed in the management of the affairs of the organisation.

## **Methodology**

### **Case Selection, Data, Variables and Analytical Method**

The study was conducted in the Wenchi Municipal Assembly. There are five Town and Urban councils in the Assembly, including the Wenchi Urban Council, Awisa Town Council, Asuogya Town Council, Nchiraa Town Council and Subinso Town Council (Ghana Statistical Service, 2014). The study adopted a purely quantitative approach, using both primary and secondary data (Creswell, 2009). The descriptive and explanatory survey designs were adopted for the study. These designs were deemed appropriate because the researcher intended to observe and explain existing patterns of behaviour, why they occur, and what they imply in relation to organisational politics, political behaviour and employee commitment (Creswell, 2009; Denscombe, 2003). The study population consisted of the Municipal Chief Executive, the Member of Parliament, 78 supporting staffs and 41 Assembly Members. All the 120 members of the study population participated in the study.

A closed ended survey questionnaire was developed using a five-point Likert scale ranging from Least Agreement (LA) to Total Agreement (TA). At the end of the

data collection period, 115 completed questionnaires were received, representing a response rate of 96 percent. In addition, three variables were measured in the study: (1) perceptions of organisational politics, (2) political behaviour and (3) employee commitment. The shorter version of Kacmar and Carlson's (1997) Perception of Organisational Politics Scale (POPS) was adapted to measure organisational politics. Sample items included: (1) "Favouritism rather than merit determines who gets ahead around here," (2) "Rewards come only to those who work hard in this organisation" (reverse-scored), and (3) "There is a group of people in my department who always get things their way because no one wants to challenge them." Political behaviour was measured using the 15-item scales developed by Pfeffer (1981). Sample items included: (1) "Who you know around here matters a lot more than what you know," (2) "The most competent people in the business don't always get promoted," and (3) "Decisions are often taken outside formal meetings or behind closed doors". Employee commitment was measured by the 15-item Questionnaire developed by Porter, Crampton and Smith (1976). Sample items included: (1) "I am proud to tell others that I am part of this organization," (2) "I really care about the fate of this organization," and (3) "I would accept almost any type of job assignment in order to keep working for the organisation".

The IBM Statistical Product and Service Solutions (SPSS) Version 18.0 was used to process the data collected. The mean, standard deviations and other descriptive statistics were produced for analysing objectives one and two. The structural equation modeling, using partial least squares was used to measure the relationship between organisational politics and employee commitment, as well as the mediating effect of political behaviour on the relationship between organisational politics and employee commitment (Haenlein & Kaplan, 2004). The Partial least squares structural modelling technique is considered appropriate for this study because it provides a very general and convenient framework for statistical analysis that includes several traditional multivariate procedures such as the factor analysis, regression analysis, discriminant analysis and canonical correlation (Kim, 2016; Haenlein & Kaplan, 2004).

## **Findings and Discussion of Results**

### **Measurement model evaluation**

This section of the study focused on the suitability of the indicators used to measure the variables in this study. Three main variables were measured: organisational politics, political behaviour and employee commitment. An indicator is considered reliable when its outer loading is higher than 0.7 (Kim, 2016).

Almost all the indicators used in this study had an outer loading well above 0.7 at a significant level of  $p < 0.05$  as in column 2 of Table 1. Those indicators that loaded below the minimum threshold were removed from the model. Also, the composite reliability of each construct was assessed. The composite reliability of each construct was well above the minimum threshold of 0.7, ranging from 0.823 to 0.919 as in column 3 of Table 1.

**Table 1: Construct reliability and validity**

Construct	Cronbach Alpha	Composite Reliability	AVE
Employee Commitment (EC)	0.739	0.823	0.543
Organizational Politics (OP)	0.834	0.878	0.545
Political Behavior (PB)	0.903	0.919	0.534

**Source:** Fieldwork, May, 2017

Convergent validity was also assessed by observing the Average Variance Extracted (AVE) for each construct. As suggested by Hair, Ringle and Sarstedt (2013), to be valid, the minimum value of the Average Variance Extracted of all the latent variables used in a study should not be less than 0.5. The Average Variance Extracted of each latent variable used in this study was above the minimum threshold of 0.5, indicating that the requirement of convergent validity has been met. These are presented in column 4 of Table 1.

Table 2 presents the list of latent variables, indicators retained, and their respective outer loadings. The results show that the cross loading of each indicator is higher on the construct which is being measured than on any other constructs it is not measuring. For instance, indicators Ba10, Ba3, Ba4, Ba5, Ba8 and Ba9 measured Organisational Politics (OP) with resultant values ranging from 0.702 to 0.781. These values, as in column 3 of Table 2 are higher than those obtained for Employee Commitment (EC) whose values ranged from 0.074 to 0.380 (column 2), and Political Behaviour (PB) whose values ranged from 0.381 to 0.488 (column 4).

**Table 2: Cross loadings of variables in the study**

Indicator	EC	OP	PB
Ba10	0.300	<b>0.753</b>	0.419
Ba3	0.177	<b>0.726</b>	0.383
Ba4	0.074	<b>0.734</b>	0.417
Ba5	0.159	<b>0.702</b>	0.486
Ba8	0.320	<b>0.729</b>	0.381
Ba9	0.380	<b>0.781</b>	0.488
Bb16	<b>0.668</b>	0.138	0.171
Bb22	<b>0.590</b>	0.102	0.103
Bb24	<b>0.807</b>	0.308	0.162
Bb25	<b>0.852</b>	0.321	0.232
Bc31	0.179	0.386	<b>0.684</b>
Bc33	0.178	0.345	<b>0.669</b>
Bc34	0.191	0.380	<b>0.709</b>
Bc35	0.218	0.490	<b>0.762</b>
Bc36	0.182	0.484	<b>0.740</b>
Bc37	0.183	0.433	<b>0.777</b>
Bc39	0.199	0.475	<b>0.718</b>
Bc40	0.134	0.460	<b>0.738</b>
Bc41	0.124	0.415	<b>0.763</b>
Bc42	0.112	0.354	<b>0.739</b>

Source: Fieldwork, May, 2017

The Heterotrait-Monotrait Ratio (HTMT), a common ratio for determining the discriminant validity of a PLS-SEM model was computed. The results are presented in Table 3. According to Henseler, Ringle and Sarstedt (2015), a latent construct has discriminant validity when its HTMT ratio is below 0.825. As presented in Table 3, the HTMT ratios of all the constructs used in the model were well below the threshold of 0.825, indicating that all the constructs in the study have discriminant validity.

**Table 3: Heterotrait-Monotrait Ratio (HTMT) of constructs in the study**

Construct	EC	OP	PB
Employee Commitment (EC)			
Organisational Politics (OP)	0.395		
Political Behaviour (PB)	0.273	0.660	

Source: Fieldwork, May, 2017

## Structural model evaluation

The coefficient of determination,  $R^2$ , was computed for each construct in the study. Table 4 presents the results of the  $R^2$  values in the structural model. It shows that Employee commitment and Political behaviour have  $R^2$  values of 0.114 and 0.343 respectively. The  $R^2$  values are all above the minimum threshold of 0.1, thereby indicating that the model has predictive power. Additionally, Table 4 presents the  $Q^2$  values of the main variables in the study. These values measure the predictive relevance of a reflective structural model. The results show that Employee Commitment and Political Behaviour have  $Q^2$  values of 0.034 and 0.136 respectively, meeting the general requirement that  $Q^2$  should be greater than 0.

**Table 4: Structural model results**

**$R^2$ :** EC = 0.114; PB = 0.343

**$R^2$  Adjusted:** EC = 0.097; PB = 0.336

**$Q^2$**  EC = 0.034; PB = 0.163

Path	Coefficient	F-Squared	T-Statistics	P Values
OP -> EC	0.300	0.067	2.124	0.034
OP -> PB	0.585	0.521	8.400	0.000
PB -> EC	0.060	0.003	0.402	0.688

Source: Fieldwork, 2017

The results of the structural equation model also indicate that organisational politics contributes significantly in explaining and predicting employee commitment (path coefficient = 0.300,  $p = 0.034$ ). Additionally, the results also show that organisational politics play a crucial role in determining employees' political behaviour at work (path coefficient = 0.585;  $p = 0.000$ ). However, political behaviour was found to play a non-significant role in explaining employee commitment (path coefficient = 0.060,  $p = 0.688$ ).

The general objective of this study was to determine the relationship between organisational politics, political behaviour and employee commitment among the staff of the Wenchi Municipal Assembly. There was, therefore the need to test the correlation among these variables. The coefficients of correlation among the variables are shown in Table 4. As in Table 4, organisational politics has a significant positive relationship with employee commitment ( $r = 0.300$ ,  $p = 0.034$ ). As the  $p$ -value (0.034) is less than 0.05, it is declared significant, meaning that there is a strong relationship between the two variables. The positive coefficient

implies that as the perception of organisational politics increases, the level of employee commitment increases in the same direction. These results are in order because, as noted by Simmons (2009), if employees perceive management of using political tactics for advancing an organisational cause that benefits everyone equally, they are more likely to be seen as more purposeful.

The coefficient of determination was  $r^2 = 0.09$ , showing that about 9% of the variation in employee commitment is explained by the variation in perceptions of organisation politics. As a result, 91% of the variation in employee commitment is unexplained by variations in the perception of organisational politics. These findings partially support the submission by Hu (2010) that a positive relationship exists between perceived organisational politics and continuance commitment. The findings, however contrast the conclusions drawn by Chang, Rosen and Levy (2009) and Drory (1993) that perception of organisational politics has a strong negative relationship with employee commitment. The results also contrast the claim by Hu (2010) that perceptions of organisational politics have a significant negative relationship with two dimensions of organisational commitment; the affective and normative commitment. The managerial implication of these findings is that in order to preserve employees' energy and loyalty to social systems, management need to be politically skilled, applying equitable strategies and processes at the workplace.

The results also show that organisational politics has a positive relationship with employee's political behaviour (path coefficient = 0.585;  $p = 0.000$ ). As the  $p$ -value (0.000) is less than 0.05, it is declared significant, meaning that there is a strong relationship between organisational politics and political behaviour. The coefficient of determination was  $r^2 = 0.34$ , showing that about 34% of the variation in employee's political behaviour is explained by the variation in perceptions of organisation politics. As a result, 66% of the variation in employee's political behaviour is unexplained by variations in the perception of organisational politics. This implies that the employee's perception of organisational politics is directly related to the processes, actions or behaviours aimed at influencing others, otherwise called political behaviour, as submitted by Leslie and Gelfand (2013) and (Hu, 2010). The managerial implication of these findings is that, any act of management that affects employees perception of organisational politics, will surely affect the employees political behaviour in the same direction. Management is therefore, required to weigh the impact of their political strategies before they are implemented.

The results also show that political behaviour has a positive relationship with employee commitment (path coefficient = 0.060,  $p = 0.688$ ). As the  $p$ -value (0.688) is greater than 0.05, it is declared insignificant, meaning that there is no strong

relationship between political behaviour and employee commitment. Though this is not so significant, the positive coefficient implies that an increase in political behaviour has the tendency of increasing the commitment of employees in the organisation. The managerial implication of the preceding findings is that knowledge of the employee's subjective perception of organisational politics can assist management in curtailing the wrong side of perceptions of organisational politics or taking advantage of the opportunities associated with those perceptions. Again, because perceptions of organisational politics may or may not reflect objective reality, management would have to reconsider the individual, group and organisational circumstances that generate perceived organisational politics in order to reduce any unwanted political behaviour in the Assembly.

## **Conclusion**

The study has established that organisational politics has a positive relationship with employee's political behaviour, which in turn has a positive relationship with employee commitment. The results show that the concept of organisational politics has key influence on most other organisational variables that may be affected by changes in political behaviour and employee commitment. By extension, organisational politics is an important variable that makes an independent contribution to the explanation of several organisational outcomes. Although organisational politics may have some positive influence on organisational outcomes such as employee commitment, undue political behaviour should be avoided as it can lead to organisational discomfort, which in turn may result in low employee commitment.

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