



ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**THE INFLUENCE OF ORGANIZATIONAL POLITICS ON EMPLOYEE
PERFORMANCE: THE CASE OF BANK OF ABYSSINIA HEAD OFFICE**

BY

YONAS NIGUSSIE

JUNE, 2024

ADDIS ABAB, ETHIOPIA

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ID NO. SGS/0034/2015A

ADVISOR NAME: MISGANAW SOLOMON (PHD)

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APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature

Advisor

Signature

Internal Examiner

Signature

Tarekegn T(Ph.D)



External Examiner

Signature

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ACRONYMS

ANOVA	Analysis of variance
GAGA	Go Along to Get Ahead
GPB	General Political Behaviour
EP	Employee Performance
OP	Organizational politics
PPP	Pay and Promotion Policy
POPs	Perceived Organizational Politics
SPSS	Statistical Package for Social Sciences
VIF	Variance Inflation Factor

ABSTRACT

Organizational politics is typically described as behavior that prioritizes an individual's self-interest at the expense of others and the organization's objectives. This topic is particularly under-researched in the developing world, especially within banking sector office. Moreover, organizational politics has often been studied separately from state politics, despite their interconnected origins. This separation, largely driven by Western scholars, may stem from the prevailing belief in the division between state and politics and the shift of resource control from the public to the private sector. This study aims to examine the impact of four dimensions of perceived organizational politics General Political Behavior, Go Along to Get Ahead and Pay and Promotion on employee performance in Bank of Abyssinia head office located in Addis Ababa. Perceived organizational politics (POPs) were assessed using a tailored standard questionnaire that included additional items under the reward practice variable. In order to conduct the research, a descriptive and explanatory research design (mixed design) with a Quantitative approach was employed. Data were collected from a randomly selected sample of 298 employees and analyzed with both descriptive and inferential statistics. The findings indicate that General Political Behavior, Go Along to Get Ahead, and pay and promotion policy are negatively associated with and significantly undermine employee performance. This study tests the theories in a new context and contributes to the existing body of knowledge, while also suggesting areas for future research.

Keywords: Perceived Organizational Politics, General Political Behaviour, Go Along to Get Ahead, Pay and Promotion Policy, Employee Performance

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Organizational politics and related emotions have received more attention and have been the subject of extensive research in recent years and have emerged as good predictors of performance (Vigoda-Gadot E. , 2013). Researchers particularly consider the negative effects of administrative control. Perceptions of politics appear to influence job performance, such as job satisfaction and organizational commitment and ultimately indicate job stress and negative performance, as well as negative relationships that can repair or reduce these relationships. Organizations are groups of individuals, big or small, who bring together a diverse range of skills, behaviors, knowledge, and abilities to work toward a common objective. These people have different aspirations and join organizations to tackle challenges and overcome obstacles.

However, when joining an organization, individuals must be willing to prioritize the collective consensus and follow the guidance of leaders, even if it means sacrificing some personal interests. Within an organization, there is a framework that breaks down the overall work into manageable components, making it easier to achieve the desired objectives or goals. Despite working towards a common goal, individuals will still have their unique actions, interests, tactics, and strategies aimed at fulfilling their objectives. Organizational politics refers to the informal methods and tactics people employ within the organization to achieve their goals. These actions can either be in support of or in opposition to the organization's goals. According to a study conducted (Ogungbamila, 2013), engaging in organizational politics can have negative consequences such as a loss of strategic power and negative feelings and actions towards others.

In the past, organizational politics was often perceived as a negative aspect of human behavior. However, in recent times, it has been recognized as a necessary skill to succeed in a competitive environment. Max Weber in his explanation of politics, states that it is the process through which we create social arrangements that enable us to live harmoniously and satisfy our needs and desires. Politics provides an alternative means to access what we want or need. Aristotle argued that politics emerges from conflicting interests, and these competing interests must be

harmonized through some mechanism. This mechanism operates outside of formal channels and involves political behaviors and influence tactics, collectively known as organizational politics. However, organizational politics is considered detrimental when it focuses solely on safeguarding the self-interest of one party at the expense of another. If political behavior is seen as a natural and constructive component of organizations, political strategies can be employed for affiliations, creating connections, forming alliances, and providing guidance. According to (Talya Bauer, 2009), organizational politics is not formal or official and often involves hidden efforts to sell ideas, manipulate organizations, increase power, or achieve desired objectives. Organizational politics is described by researchers as tactics used to align the interests of others with one's self-interest, thus ensuring the achievement of goals. It involves employing the power to influence and persuade others. Organizational politics is often practiced when formal channels fail to address conflicting interests. It serves as a means to negotiate and reconcile the mismatch of interests between employees and leaders. It's important to note that while organizational politics can be observed in action, it is not always easy to explain. This suggests that organizational politics is not entirely negative and cannot be entirely avoided.

As it is an unavoidable aspect, the management should focus on finding ways to mitigate the negative impacts of organizational politics and address the question, "How can they escape from its clutches?". Organizational politics and its processes are sometimes seen as defensive routines within an organization that filter and manipulate legitimate information. However, organizational politics does not necessarily have to involve power manipulation, issues of trust, and hidden agendas. It can also serve functional purposes that benefit more than just a politically skilled and motivated minority. In this organization it is not part of a political strategy; thus some employee expectations cannot be met. The disadvantaged employee cannot be inspired to do work well. The beneficial employees are psychologically on the other, they are willing to assist and do the work of this organization (Vredenburg, 2010). (Lasswell H. D., 1948) Defined politics as "who gets what, when, and how." Politics is a way of determining who gets power and resources in society and how to get it without the use of violence. Power is the ability to make others do what you want them to do. German sociologist Max Weber defines power as "the phenomenon by which a social actor can carry out his will despite opposition." Emerson believes that "Actor A is resilient to the strength of Actor B. In terms of institutions, politics is about compromise and

cooperation; negotiations and arguments; and sometimes bribery and fraud." Politics is the process by which we try to organize our collective lives within a certain cultural order so that we can always live without conflict and provide ourselves with goods and services that we cannot identify. But politics affects us too.

Employee performance represents all job-related activities that employees must perform, and the performance of these activities is measured annually or quarterly to help identify areas for improvement. Rather than coercion, we can see this through creativity and innovation, communication with the team, absenteeism, and compliance with company rules. The performance of employees can be described as employee satisfaction, that is, when employees are satisfied with their jobs, the index will increase, and when they are dissatisfied, the work will decrease. Job satisfaction is how employees feel about their jobs. The satisfaction employees receive from the various roles they play in the organization. For them, it is only the employee's perception of the job that matters; personal, such as benefits, advancement opportunities, supervision, personnel, work, and the work itself.

1.2 Problem Statement

(K. Michele Kacmar, 1997) When discussing Organizational politics considers a very special kind of power relations at work, which represents an alternative realm importantly distinct from relationships based on task or role. Its roots are to be found in the fact that people deal everywhere with each other by directly trying to mobilize others' affect toward themselves, through active participation in activities that are often more aimed at promoting or protecting the interests of the individual, or preventing some undesirable outcome in the organization. (Vigoda E. , 2000), Who wanted to determine the connection between organizational politics and employee performance, therefore, found a very strong negative correlation: that is, where there were more political principles in an organization, work feelings of employment fulfillment or managerial loyalty diminished. Also, (Richard T Mowday, 1979), defined organizational politics as the main variable in structuring job attitudes. It includes participating in and being accepted by the association, all of which are substantially influenced by work enjoyment. The overall environmental factor also has a great impact on performance. The head office of the Bank of Abyssinia stated an annual target that it expects to attain in this study. A report at the end of that year, however, suggested it was impossible to achieve such a goal. According to the organization's semiannual employee performance evaluation report bank of Abyssinia's staff

have a medium level of performance. The manager's concern is that the efficiency and effectiveness of employees at the Bank of Abyssinia are low. Its leaders are appointed, not chosen based on their educational level or seniority among its members; a member is led by someone else. It's the biggest challenge for the achievement of management goals by the Bank of Abyssinia. Yet how it is that management in the organization cannot achieve this goal, which was set out at the beginning of last year. But many of the staff at the Bank of Abyssinia head office is willing to do it themselves. To goals achievement, employees show poor performance on tasks. The above is the first reason why the researcher has gone to collect information that makes it possible for those who manage the Bank of Abyssinia's head office to take appropriate action targets. The researcher seeks to identify the impact of organizational political tactics sometimes referred to as organizational politics, on employee performance (effectiveness and efficiency). Related studies on the effects of organizational politics are numerous. Especially applicable is the conclusion based on research into performance in Jordan that organizational politics hurts employees 'performance. More importantly, organizational politics (OP) hurts employee performance and the political climate in turn can encourage hostility. Employees' Job performance is hampered by organizational politics. Two factors to watch are organizational politics and employees 'attitudes reflect the attitude and action of employees towards their indifference to responsibilities and intentions. The relationship between organizational politics and employee performance and outcomes is important because it has both theoretical and practical implications. (Ishaq, Shazia Khalid And Sadia , 2015) , examined the relationship between organizational policies and work outcomes such as job satisfaction, commitment, and work motivation. The results of this study show that organizational effectiveness predicts employees' willingness to leave. However, there is a negative relationship between organizational commitment and job satisfaction. Research also shows that organizational commitment has a greater impact on employees' work motivation than any other variable. (Nasir, 2016), stated that there is a relationship between organizational policy and extrinsic motivation and found that there is no commitment to the organization, and this negative relationship causes a lack of trust and pressure on employees and the organization they work for, as in the past. There is no trust in the organization. For this reason, most studies on business management consider it a negative structure that affects the behavior and performance of employees. However, some studies show that it is good at improving employees' skills, attitudes, and

performance. This is an important gap that this study aims to address. Therefore, this study aims to investigate the Bank of Abyssinia and determine whether organizational politics affect employees negatively or positively.

1.3 Research objectives

1.3.1 General objective

This study aims to determine the influence of organizational politics on employee performance, a case of the Bank of Abyssinia head office

1.3.2 Specific objective

- ❖ To investigate the effect of general political behavior has on employee Performance in the Bank of Abyssinia.
- ❖ To examine the effect of going along to get ahead has on employee Performance in the Bank of Abyssinia.
- ❖ To investigate the effect of pay and promotion policy has on employee Performance in the Bank of Abyssinia.

1.4 Research Questions

The research was attempted to seek responses to the following research questions:

1. What is the impact of general political behavior on employee performance at the Bank of Abyssinia head office?
2. How does “Go Along to Get Ahead” affect employee performance the Bank of Abyssinia head office?
3. What is the influence of pay and promotion policies on employee performance the Bank of Abyssinia head office?

1.5 Research Hypothesis

Based on the review of theoretical and empirical literature (see chapter 2), the following hypothesis are developed to guide the empirical work of the research:-

H1: Organizational politics, as measured by general political behavior, has a significant negative influence on employees’ performance in Bank of Abyssinia head office.

H2: Organizational politics, as measured by “going along to get ahead”, has a significant negative influence on employees’ performance in Bank of Abyssinia head office

H3: Organizational politics, as measured by pay and promotion policy, has a significant negative influence on employees’ performance in Bank of Abyssinia head office.

1.5 Significance of the study

This study will contribute to the process of the researcher's finding on how organizational politics influence employee performance in the workplace and especially the efficiency and effectiveness of employees in their tasks. The study will contribute its own effort to fill the research gap for the development of unbiased theory in organizational behavior discipline about the influence of organizational politics on employees' performance. The other significance of the study will be to spark the initial idea for future dig another researcher to further information on the topic. Its research goal is to turn each article into a usable tool for scholars seeking integrated reviews of the literature, attempts at developing new methods in their departments, and thoughts about actual practice which will create new openings within organizations whereby they can stimulate workers and design change that works.

1.6 Scope of the study

The scope of the study only focuses on the Bank of Abyssinia; the finding cannot be generalized to other organizations. The study was delimited in geographical, conceptual and methodological scopes. Geographically the study was limited to the area of the region in the Bank of Abyssinia head office. Conceptually, the study was limited to the effect of organizational politics as an independent variable with the dimensions of "General political behavior", "Going along to get ahead" and "Pay and promotion policy" on employee performance. Methodologically, mixed design of descriptive and explanatory research design is applied. The research approach is quantitative approach were employed.

1.7 Definition of key terms

Management in this sense refers to the line managers in charge of reams and territories and anyone above or higher in ranking (Heinz-weirich-harold-koontz, 1994)

Organizational politics is described as an activity that permits people in the organization to accomplish goals without going through proper channels but at the same time can be a foundation for growth, zeal, and enthusiasm on the part of employees therefore should be viewed positively (Drory, 1988).

Employee Performance includes the mode by which the employees perform their work and the flexible behavior of individuals to go ahead of the basic requirements of the job for the benefit of the organization (Otley D. , 1999).

1.8 Limitation of the Study

The issue of organizational politics in the financial institution is particularly sensitive and can lead respondents to politicize their answers. To mitigate this, methodologies such as one-on-one interviews can be utilized to cross-verify the data. Consequently, it is understood that obtaining all necessary data perfectly may not be feasible. The model used which incorporates new variables and items, is tailored to the Ethiopian context, based on a sample from a central office. This research focused on the Bank of Abyssinia's head office in Addis Ababa. Given the sector's importance, future studies should include branches from various regions and different areas within Addis Ababa, expanding the sample size and examining additional variables not addressed in this study. Future research could improve the model and subject by testing it across diverse populations and cultures. Additionally, modifying data collection and analysis methods could offer deeper insights into the unique public and private environments in developing countries.

1.9 Organization of the Study

The study was organized into five chapters. Chapter One includes the background of the study, statement of the problem, purpose of the study, objective of the study, research questions, significance of the study, limitation of the study, and definition of terms. Chapter Two consists of an introduction, theoretical review, and conceptual framework. Chapter Three consists of the research methodology which includes the introduction, research design, target population, sampling procedure, methods of data collection, validity and reliability, operational definition of variables, methods of data analysis, and summary. Chapter Four consists of data analysis and a discussion of findings. Finally, Chapter Five consists of a summary of findings, conclusions, and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter shall present the past or preceding studies that have been executed and theories superior towards organizing the connection between organizational politics and worker overall performance. Consequently, it shall have a theoretical review that shall recognize theories that specify the numerous dimensions and views that shape organizational politics. Secondly, it shall have the empirical evaluation of the research which have been carried out on those perspectives of organizational politics and will be concluded by using a conceptual framework.

2.2 Theoretical Review

(Nweke, 2014), reminded the background of the term politics as derived from the Greek word “politics”. Accordingly, it was originally used by (Aristotle, (384-322 BC), to mean the affairs of Greek city or state. In his view, man is a political animal who by interacting with another or more people, produces a relationship called a political relationship (ibid, 2014). (Lasswell, 1951) , associated politics with a means of wielding power for dominance over others. He writes that “politics is essentially the struggle for positions of power and influence through which those who succeed in monopolizing such positions in society are able to make decisions that affect the lives of every citizen within the country." In this sense, politics can be practiced by all persons in both organizations with the objective of maintaining power, influence, conflict, bargaining, reconciliation, resolution, and consensus (Nweke, 2014). Thus, there are two types of politics: state politics and organizational politics. This research concentrates mainly on organizational politics.

2.2.1 Definition of Organizational Politics

After reviewing previously written literature, (Carlson, Kacmar , 1997) found disagreement among scholars on the definition of organizational politics. They summarized the themes of politics that were common in all studies, among others: “political activities are a means of exercising social influence; political behaviors are designed to promote or protect one’s own self-interests; and the notion that at least two parties must be included and that these two parties have the potential to possess divergent interests is either explicit or implicit in many definitions." Combining these common notions, organizational politics was grasped by (Cropanzano, 1995) as

“social influence attempts directed at those who can provide rewards that will help promote or protect the self-interests of the actor.” Organizational politics can be seen as actions by individuals that are directed toward the goal of furthering their own self-interests (Colquitt, 2014). (Fairholm, 2009) , started his discourse on organizational politics by stating that “management is political in nature.” After reviewing the literature, he summarized the definition of organizational politics, which typically includes several factors such as (a) actions taken by individuals throughout the organization; (b) any influence of one actor toward another; and (c) an effort by one party to promote self-interest over that of another and, therefore, threaten that person’s self-interest. (d) actions typically not sanctioned by the host organization, or results sought that it does not sanction, and (e) organizational politics that involve some kind of exchange process with a zero-sum outcome. Organizational politics, therefore, includes actions taken to gain and use power to control organizational resources to achieve our preferred results instead of others’. Porter, Allen, and (Angle, 1981), see organizational politics in self-interest terms (negatively connoted). Organizational politics is a commonplace activity in organizations. (Dan L. Madison, 1980), support the idea that organizational politics is fully a part of organizational life. Most managers see organizational politics as a part of work life in the middle and upper management levels, and less so at the lower levels. (Dan L. Madison, 1980), also reported that percent of respondents who participated in their research agreed that office politics is necessary for achieving individual goals. They were also unanimous in saying that it could harm them. Engaging in organizational politics is a “crucial path” to success. The role played by organizational politics in organizational theory has varied a great deal since the turn of the century. It varies a great deal, even now. On one extreme, the "classical ideal," organizational politics are an anathema to the organization. It is an aberrant condition that emerges periodically due to selfish personal interests and poor management.

2.2.2 Causes of Organizational Politics

The main driver of organizational politics is divergence of interest. (Miles, 1980), found that political behavior occurs in the presence of ambiguous goals, scarce resources, changes in technology or environment, non-programmed decisions, or organizational change. Political actions aim to develop and use power and other resources to obtain the preferred outcomes (Romi, 2008), the different reasons that caused Organizational politics are summarized below. Some researchers have associated political behavior with human evolution, borrowing the

Darwinian theory of natural selection from evolutionary theory. Hence, it was concluded that politics is an innate trait of human beings (Shea-VanFossen, 2010). (Cacciattolo, 2014) , presented the counterarguments from scholars in the field for the above thesis that even though there could be pre dispositional traits in nature they are affected and are observable due to the work environment. In this case, whenever an employee perceives himself or herself as being manipulated by the organizational system, he or she will react in some way that can be considered political. Other research has identified several areas in political behavior, either directly or indirectly, to exercise power over decisions. Among others, pressures for the economy, management and subordinate relationships, structural power struggles between configured groups such as unions and employers, conflicts between the workforce and management for construing agreements, uncertainty about standards and strategies of promotion, difficulty in linking reward with productivity, and policies and procedures. (Kortezi, 2010), added that uncertainty involved in decision-making and performance measures, and when competition is present among individuals and groups for limited resources, employees are likely to participate in organizational politics. Moreover, (Vigoda-Gadot, 2007), stated that the lack of supposed integrity and equality in these systems is a main root of higher perceptions of organizational politics. Hence, in an organization where there is inclusive and procedural decision-making, organizational politics is seldom observed.

(Colquitt, 2014), developed a figure of organizational politics depicting its causes and consequences. Causes are classified as personal and organizational characters in which the need for power and Machiavellianism are personal characteristics that drive organizational politics; lack of participation in decision-making, limited or changing resources; ambiguity in roles, high performance pressure and unclear performance evaluations are among the organizational traits that trigger organizational politics.

2.2.3 Consequences of Organizational politics

Though (Colquitt, 2014) argued a leader needs to be able to push his or her own ideas and influence others through the use of organizational politics; hence, effective leaders must have a certain degree of political skill, a number of studies emphasized the negative effects of organizational politics . (Fairholm, 2009) , explored the positive or negative impacts of the use of organizational politics. It is illustrated that organizational politics can be useful in helping the organization reach its goals and cope with survival and organizational health concerns. Some

scholars in the field even attempted to advice on the effective use of organizational politics. (Nweke, 2014), summarized some suggested political tactics proposed to achieve a competitive advantage having origins in practical experience from the work of among others. “If a proposal developed by an adversary is unattractive but cannot be thwarted immediately, attempt to refer it to a committee to delay it and widen the bargaining area.” This confirms that organizational politics is helpful in coordinating staff and units, developing esprit de corps, and making decision making. It is useful in these and all other organizational goal achievement actions. It, however, can result in improper use of scarce resources, cause divisiveness, create tension, allow less qualified people to advance, and reduce communication flow. And, finally, it can damage the image of the organization and sully its reputation. Engaging in organizational politics can aid significantly in career advancement, getting recognition and status in the organization, and increasing our power position. It also helps in accomplishing personal goals and in getting organizational jobs done. Engaging in organizational politics may help the participant feel positive about his or her achievement and ability to be in control of his or her work life (Fairholm, 2009). In either of the positive or negative results, older group members of employees use it more than those newly inducted into the organization. It is beyond doubt that OP can serve as an instrument for securing organizational rewards. Engaging in political activity may result in the group losing perceived or actual power. It can result in removal from the organization or bring out negative feelings about others. And political activity can result in a loss of promotion, increased feelings of guilt, and interference with job performance (ibid, 2014). (Colquitt, 2014), aggregated the negative impact of organizational politics on employee reactions, decreased job satisfaction, decreased organizational commitment, decreased task performance, and increased strain.

2.2.4 Who are in the Organizational politics?

All members of the organization participate in power use. Senior executives, middle managers, informal leaders, and rank-and file employees all use power (Fairholm, 2009). (Dan L. Madison, 1980), showed that politics is more on the superior’s mind and actions than in lower-level employees. Although this may be true, (Fairholm, 2009), argued that it does not lessen the fact that all employees have some power. No one is powerless, even if it is only the power to withhold talent or energy. Workers use power to secure their desired results in the same ways that higher-level participants use their capacities (ibid, 2014). (Allen, 1979), assessed personal

skills and traits common to politically dynamic people in organizations. They conclude that effective political actors (be they CEOs, middle-level managers, or workers) all share some common characteristics. They are "articulate, sensitive, and socially adept." They are competent, popular, extroverted, and self-confident. They exhibit aggressive tendencies, are ambitious, can be devious, and are clearly "women and men of the organization" (Fairholm, 2009). They are highly intelligent and logical people. The politically adept individual in the organization is outgoing, competent, and effective in interacting with others. They are energetic advocates of their desired results. They are willing to engage others in competition for available resources and for the dominance of their ideas and ideologies (ibid, 2014).

2.2.5 Organizational Politics in the private and Public Sector

(Rainey, 1976), propose that organizations can be classified into public or private categories using four distinct approaches. The first approach focuses on public perception, allowing laypeople to easily categorize organizations. The second approach emphasizes the importance of standard operating procedures. The third approach differentiates organizations based on the primary activities typical of public and private sectors. Following this method, public organizations are generally seen as serving public interests, whereas private organizations prioritize the concerns of their owners (Rehan B., 2013). The fourth approach, known as the analytical approach, distinguishes these organizations through their processes, structures, goals, and products (Rainey, 1976).

(Rehan B., 2013), outlined that public organizations ideally value transparency, impartiality, dedication, efficiency, lawfulness, obedience, incorruptibility, responsiveness, serviceability, and social justice. Conversely, private sector organizations prioritize sustainability, effectiveness, innovation, profitability, collegiality, and self-fulfillment. Given these sector differences, there is ample opportunity to explore the similarities and differences in their organizational politics. Provis (2006) has explicitly attempted to show the parallels between corporate organizational politics and the politics of nation-states. Political anthropologists have studied the political processes in various communities, revealing similarities to modern Western organizations and traditional monarchies or feudal empires (Provis, as cited in (Vigoda-Gadot E., 2006). Provis argues that the study of organizational politics in public sectors today is akin to examining the politics of nation-states in Machiavelli's time, noting that different contexts, including cultural backgrounds and beliefs, significantly influence political behavior emphasized the varied

political contexts that arise as organizations evolve, stating, "There is politics in the board room, in the interdepartmental conference, in the school staff meeting, and in the annual conference of the dog-lovers' association." This suggests that organizational politics is expected in both public and private sectors, warranting study under different conditions.

2.2.6 Models of Perceived Organizational Politics

Ferris et al (1989) Antecedent Model

Until 1989, no models existed to examine perceptions of organizational politics. (Ferris, 1989), was the pioneer in developing such a model, suggesting that perceptions of organizational politics are influenced by organizational, environmental, and personal factors, which in turn affect outcomes like job involvement, job anxiety, job satisfaction, and organizational withdrawal. **Organizational Influence:** (Ferris, 1989), highlighted that this dimension includes factors like centralization, span of control, formalization, and hierarchical level. Uncertain work environments with unclear procedures tend to enhance organizational politics, whereas formal and rule-based decision-making processes can reduce it. Higher hierarchical levels are believed to perceive stronger organizational politics. (Kacmar, Ferris, 1992), concluded that lower-level employees perceive more politics due to their lack of control over processes. Centralization, which limits power distribution, also heightens perceptions of organizational politics, particularly among lower-level employees. Additionally, as the span of control increases, supervisors may struggle to address all subordinates, leading to higher perceptions of organizational politics.

Job/Work Environment: Four out of five factors in this category job autonomy; job variety, feedback, and advancement opportunity—are negatively related to organizational politics (Ferris, 1989). Conversely, interactions with coworkers and supervisors are positively related to perceived organizational politics, especially when these individuals are viewed opportunistically (Kacmar, Ferris, 1992).

Personal Influence: This dimension is influenced by individual characteristics, including demographics like age and gender, and personality traits such as Machiavellianism and self-monitoring. (Ferris, 1989), noted that women in lower positions experience more politics, and older employees, having encountered political maneuvers repeatedly, perceive their environment as more political. (Ferris, 1989), proposed that the outcomes of organizational politics could lead to three responses: withdrawing from the organization, staying but ignoring politics to focus on the job, or remaining and engaging in politics. The latter two responses inversely affect job

satisfaction and job anxiety. In 2002, Ferris and colleagues revised the model to support future research, identifying new antecedent variables related to the job environment, such as participation in decision-making, met expectations, development opportunities, and affective states. The demographic-related variable was reduced in this revised model, which was also supported by (Atinc et al, 2010).

Kacmar and Ferris Revised Model (1992)

(Kacmar, Ferris , 1992), redefined organizational politics into a three-dimensional framework general political behavior, getting along to get ahead, and pay and promotion. General political behavior involves coalition formation to compete for scarce resources, underscoring power use in decision-making (Pfeffer, 1992). The "getting along to get ahead" dimension focuses on group loyalty and conformity, often stifling critical thinking and dissent. The pay and promotion dimension highlights how political activity can influence promotions, sometimes at the expense of organizational fit (Witt, 1995).

The Chinese Model

In the context of Chinese organizational politics (Sun and Xia, 2018), developed a model tailored to Chinese cultural nuances, identifying three dimensions: self-serving behavior, coworker relationships, and remuneration and promotion. General political awareness involves individual perceptions of political behavior to gain organizational resources. Coworker relationships focus on benefit exchanges among colleagues for mutual advantage. Pay and promotion reflect perceptions of inconsistencies in these areas within the organization.

2.3 Employee performance

Human assets are the catalyst for achieving organizational goals. In this way, firms work to make strides in employees' execution and advancement. Execution is characterized as the number and quality of work results that representatives create per their allotted duties and stipulated necessities. (Koopmans et al., 2014), depict individuals' execution as how representatives work inside organizational settings to attain the points and goals of the organization. Representative execution is additionally referred to as work execution. Be that as it may, organizational execution is as often as possible separated into work and hierarchical execution (Otley, 1999). Authoritative execution is chosen by the execution of its workers as well as other components such as the firm's environment. The quality of the working environment setting speaks volumes about worker efficiency. The display centers on the connection between work environment,

legislative issues, and worker execution. Worker execution is basic to a trade since worker commitment, development, and imagination are basic to an organization's victory. Be that as it may, person-work execution can also be a multi-dimensional variable, counting relevant execution, versatile execution, and assignment execution (Koopmans, 2014). Task performance is an individual's capacity to do the elemental, specialized, or substantive errands required of their work (Koopmans, 2014). The relevant execution comprises practices that bolster the social, organizational, and mental situations amid which the specialized center must work (Borman, W.C. and Motowidlo, S.J. , 1993), whereas versatile execution is the degree to which an individual reacts to changes in their work position or environment or the securing of modern abilities in reaction to changes in an organization (Griffin, 2007). In spite of the concerted endeavors by firms' administrations to dispense with work environment legislative issues, their predominance demonstrates that organizational individuals are continually locked in political moving. Representative execution within the organization is connected to organizational legislative issues (Vigoda E. , 2000) . Representatives who don't take an interest in organizational politics may consider clearing out the association. (Carlson, Kacmar , 1997), included that a strong political environment limits the firm's assets and decreases worker execution. Organizational legislative issues impact how workers see unconstrained forms of competition and collaboration in firms and how those forms influence their execution at work (Vigoda-Gadot E. , 2013) . (Othman, 2008), recognizes the' positive and negative sides of hierarchical politics beliefs, equity, and work uncertainty. The negative side of hierarchical legislative issues is characterized by unlawful states of mind and partiality, though the positive side is characterized by collective duty, which is critical to firms' victory. Moreover, negative organizational politics are detested since they breed issues and clashes, where as positive organizational politics are nice since they are related to common objectives and rouse collaboration (Kortezi, 2010).

2.4 Organizational politics and employee performance

According to (Kortezi, 2010), organizational politics may be a reflection of the self-interest of people within the organization in line with their impact on the endeavors of the organization to realize its goals. Organizational politics are pivotal and shape a portion of each organization. (Vigoda-Gadot, 2007) , propose that the issue is of prime significance to any sort of organization in any field, showcase, segment, or culture, repeating that authoritative legislative issues may be

utilized to target, secure, or maximize collective interface in cases where a few choices are conceivable that influence distinctive interface. On the other hand, as was proposed by (Ferris, 1989) and (K. Michele Kacmar, 1997), discernments of hierarchical legislative issues speak to the degree to which workers see their work environment as political in nature, advancing the self-interests of others, and in this manner, unjustifiable from the individual's point of view. Bounded self-interest suspicion is more of an agent of real human conduct. Some of the egotistical hierarchical individuals essentially advance self-interest at the cost of hierarchical goals and uncover their exercises within the course of more noteworthy hierarchical greats. (Vigoda-Gadot E. , 2007), describes the mediating impact of hierarchical politics on execution. Execution incorporates the mode by which the workers perform their work and the adaptable conduct of the person to go ahead of the essential necessities of work for the advantage of the association. He says that there's a coordinated and positive relationship between hierarchical legislative issues and execution. The people who appear tall in their occupations consider their work to be an awfully vital portion of their lives. Agreeing with (Poon, 2006), believe in boss and representative readiness to help the co-worker watch less politics. According to individuals of associations are intrigued by the pay renegotiation and execution administration, which are too supportive for organizational change and learning. According to (Kakabadse, 2011), the political nature of the director and the fashion of authority are the most fundamental factors that influence representative execution. It appears that administration and legislative issues are compelling in impacting the execution of workers.

2.4.1 General Political Behavior and employees performances

(Ferris, 1989), proposed the idea of organizational Politics as a better than average measuring stick for the estimation of the working environment. According to (Kacmar, Ferris , 1992) workers would see correspondence, valuableness, and goodness at a lower level when recognitions of organizational politics are higher within the work environment. Individuals ordinarily see work fulfillment as a worker's approach to his work and work-related fulfillment. (Spector, 1997), characterizes work fulfillment basically as how much people like their occupations. (Keller, 1995), highlight that recognition with respect to control is approximately the level at which a specialist feels to have dominance over the work unit and his terms with his seniors. The sense of strengthening would make the specialists feel their working environment is free as compared to putting confinements on their capacity in such a way that the results would

be affected by their activities. According to (Ferris, 1989), understanding alludes to the level of getting a handle on why certain things happen within the way they happen in the work environment. Later thinkers have identified distinctive factors that give fuel to political acts (Metter, 2018). A couple of these factors are solitary properties taken from the special identity characteristics of a representative enlisted by the institution. Analysts have identified a few characteristics from a combination of identity, needs, and different factors that are associated with political behavior. Keeping in view the characteristics, specialists have identified representatives with an inner locus of control along with a sense of being hungry for control as most likely to exhibit political behavior in the working environment. The inside locus of control gives an individual the capacity to control the conditions around them, which empowers them to take control of the circumstances for their own individual benefit (Robbins, 2005). Subsequently, representatives, who are named as internals, are more commonplace with political recreations than facades. The locus of control is made up of two factors: inside and outside. Internals have the confidence to manage the working environment. Such workers are named as controllers of the environment since they are solid, inside-spurred, and instinctive (Spector, 2001). (Dunk & Nouri, 1998), opined that facades have the shortcoming of seeing the results of outside powers instead of their claims, which inactively makes them related to execution. On the other hand, the understudy has this conviction about controlling the environment. They feel that legislative issues around them will have no impact on their job-related results since they believe in their capacities. According to (Hyatt and Prawitt, 2001), their evaluation of the working environment is credited to the locus of control. (Ferris, 1989), proposed three negative consequences of organizational politics in the working environment are uneasiness at the work environment, lower work fulfillment, and the desire to quit the work. An understanding of this association is that choices, for example, resource dissemination choices, that are coordinated by political considerations are regularly seen as one-sided. On the off chance that specialists feel that the choices are one-sided; they would feel troubled (Strömbäck, 2017). Furthermore, working in politically charged conditions will put them under pressure, which can include their disappointment. Analysts have been able to pinpoint the basic negative association between organizational politics and employees' performance-related fulfillment (Randall, 1999). Eleven considers have been cited by (K. Michele Kacmar, 1997), that there appeared to be an affiliation between organizational politics and representative work fulfillment. (Drory, 1988), identified

that organizational politics in the working environment are adversely associated with work fulfillment and one's commitment to the organization. He further investigated that work environment organizational politics may hurt the lower-level workers, whereas the higher-level representatives have no such affect. (Vigoda E. , 2000), found an antagonistic relationship between workplace politics and approaches at work, work fulfillment, and commitment to the institution. As per (Mowday, 1997), an employee's attitude at work is chosen by the most influential figures in organizational politics. The work environment and work fulfillment are profoundly influenced by the demeanor of the workers at the workplace. (Sowmya and Panchanatham, 2011), endeavored to memorize almost the association between organizational politics and the turnover deliberate of instructors in scholastic affiliations in China, India. This examination investigated the association between turnover and work environment legislative issues.

2.4.2 Go Along to Get Ahead and employees performance

Writing has ceaselessly related conflict with working environment politics (Murray, 1975). The honest-to-goodness clarification behind this affiliation is that political deportation is pompous, and along these lines, it can attack the egocentricities of others. Conflict results when somebody reacts to a chance. It implies that in the event that a person is acting in a specific way to develop his claim of uncommon arrangement, at that point that person is acting politically. An individual who isn't causing inconvenience isn't seen as a conceivable threat by the individuals who are acting politically. This specific person is welcomed by the political cluster and is compensated for not interfering with the issues of the politically spurred gathering. In this way, not taking any action or going on can be a shrewd strategy to develop one's claim target and needs, whereas working in a politically invigorating setting. It infers that if an individual is acting in a particular way to advance his own special plan, then that individual is acting politically (Frost, 1987). A person who is not causing trouble is not viewed as a possible danger by the people who are acting politically. This particular individual is greeted by the political cluster and is compensated for not interfering in the issues of the politically motivated gathering. In this manner, not taking any action or by going on can be a wise method to advance one's own target and needs while working in a political stimulating setting (Alvesson, 2020).

2.4.3 Pay and Promotion Policies and employees performance

(Carlson, Kacmar , 1997), expressed that ignoring the way that the directors will not do it purposefully, it's the way the HR procedures and strategies are created and executed that compensates the person having political influence and reproaches the individuals who don't lock in control moves. Such a point of view of the organization will bring approximately a custom where political deeds will be seen as something standard in an organization. (Zaidi, 2012), conducted an examination to highlight the effect of work environment organizational politics on the fulfillment level of employees' work fulfillment in Lahore, Pakistan. Their inquiry included the effect of working environment legislative issues on the work fulfillment level of individuals related to the organization. An example of 250 specialists working within the wellbeing division was utilized for the examination. The examination included the relationship between organizational politics and working environment fulfillment. It basically shows that when the insight into approximately legislative issues is on a higher level, the work fulfillment level would be underneath, and the other way around.

2.5 Empirical Studies

Existing literature shows that many studies have been conducted on management and employee performance, and the results vary widely in their impact on workplace performance and employee performance. For example, a study by (Vigoda-Gadot E., 2006) found that there was a negative relationship between employees' perceived control and performance. Research shows that corporate governance reduces employee engagement and satisfaction, which in turn affects employee turnover, absenteeism, and enrollment suppression. Additionally, organizational management can influence organizational goals if self-interest is involved (Vigoda E. , 2002). (Folger, 1992), argued that misperception of managerial control can lead to dissatisfaction because employees believe they are working in an unfair and unethical environment. That's why they have to leave their department or company. (Karatepe, 2013), found that employees' perceptions of organizational politics affect the elements that create ideas (management, content of products, timelines), they will be less satisfied and report lower performance. The policy shows improvement in the work and decisions of employees to achieve the company's goals. (Nadeem, 2015), suggested that job satisfaction, performance, and absenteeism/employee turnover decrease in a non-political workplace. In their study on corporate governance in Pakistan, (Abbas, 2014), found that employees' perceptions of workplace policies lead to a

decrease in innovation and behavior. This shows that organizational management affects the innovation performance of employees. (Gadot, 2007), believes that work in the workplace has a direct and meaningful relationship with employees; Employees show high commitment to their jobs depending on whether they perceive the workplace as friendly or hostile.

2.6 Operationalization: Conceptual Definition of the Research Constructs

General Political Behavior: Means the behavior of individuals in the organizational politics where members strive to make coalition so as to control the overall decision making process in their respective organizations. In creating a coalition the members run after scarce resources.

“Go Along to Get Ahead”: in this behavior, employees keep staying low in fear of attack from their supervisors or colleagues so as to achieve what they wanted. For behaving inactive politically they still considered as member of a political activity and benefactor.

Pay and Promotion: This dimension is related to the concept pay and promotion goes to those who are political active. Because of this rules and regulations managing HRM promotes individual political behavior. For this employee may adjust themselves to align with in the future.

2.6 Conceptual Framework

The following conceptual framework is developed to guide this research. As can be seen from the figure 1 below, the level organizational politics is the function of general political behavior, go along to get ahead, and pay and promotion. This model is developed contextualizing previous models for developing nation culture and different political economic system.



Figure 1: Conceptual Framework

Source: Adopted from Ferris and Kacmar (1991)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this study, the researcher was motioned the research methodology. The chapter discusses in detail the research approach, research design, data type and sources of data, population and sample frame, sample size, sampling technique, data collection tools, data analysis techniques, validity, reliability, and ethical considerations were presented in detail.

3.2 Research Design

The research designs were both descriptive and explanatory research. It is recommended to use both methods and hybrid design to capture current changes in the real world. It is important for researchers to use both descriptive and explanatory research designs in their methodology, because each design serves a different purpose. Descriptive research design helps researchers to accurately describe and document the characteristics of a phenomenon or population. Explanatory research design, on the other hand, aims to explore the reasons behind a particular phenomenon or to establish causal relationships. Explanatory research design helps to draw the inferences on the relationship between dependent and independent variables. By using both descriptive and explanatory research designs, researchers can gain a comprehensive understanding of the topic they are studying. Overall, using both types of research designs can lead to a more thorough and robust research study. (Sarantakos, 2005), said that the current social world can best be studied using a variety of analyses and theories, that is, different types of methods are good methods, and most of them are for illustrating and measuring world relations.

3.3 Research approach

The researcher was adapt quantitative approach strategy as the researcher examines the effect of perceived organizational politics on employee's performance using statistical, mathematical and computational techniques. And it is so far an approach, though not exclusively the best, used by many scholars to test the existing theory that organizational politics influence on employees performance. In addition, according to (Creswell, 2003), if the problem is identifying factors that influence an outcome, the utility of an intervention or understanding the best predictors in outcomes, also to test a theory or explanation, then a quantitative approach is best.

Here, all the data processed using quantitative analytical techniques so as to remain objective.

3.4 Population, Sample Size Determination and Sampling Technique

3.4.1 Target Population

According to (Mugenda O. a., 1999), the target population is a whole group covered by the study. The target population of this study will be all current employees of the Bank of Abyssinia head office. Thus, for effective coverage and lower cost, only selected samples among permanent employees will be covered. Currently, the total numbers of employees were 1439 employees at Head Office level.

3.4.2 Sample Size Determination

For the purpose of this study and according to its scope representative samples were selected. To collect primary data, the questionnaire survey method was used. According to (Roscoe, 1975), sample sizes larger than 30 and less than 500 are appropriate for most researches. Having this in mind, statistical sampling formula by Yamane (1967) was applied to perform a proportionate sampling. To determine the sample size, below statistical formula by (Yamane, 1967), was adopted at confidence level of 95% and $P = 0.05$.

Therefore;

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

Where

"n" is the sample size

"N" is the total population, and

"e" is the level of precision/sampling error(0.05) at 0.95(95%) confidence level (t) of 0.5(5%) unit variance (p). Then

$$\begin{aligned} n &= \frac{1439}{1 + 1439(0.05^2)} \\ &= \mathbf{313} \end{aligned}$$

As seen above, by using Yamane's formula of calculating sample size with an error 5% and with a confidence coefficient of 95% (Yamane, 1967). The calculation from a population of 1439 resulted into **313** samples. Based on the calculation above; a total of **313** employees was required to constitute the sample size.

3.4.3 Sampling Technique

There are numerous ways to draw the sample depending on the population's characteristics and the information sought by sampling from it; these are covered in texts on sampling techniques (Gregoire, 2008). The sample selection technique is chance sampling or probability sampling, where every item in the population has an equal chance of inclusion in the sample and each one of the possible samples, in the case of a finite universe, has the same probability of being selected. In this study the researcher was used Probability samples are those based on simple random sampling. This sampling helps the researcher make the fair and free subjective data collection, which increases the validity of the output information of the research.

3.5 Source of Data

In this study, both primary and secondary sources were used. The data required for the analysis was collected from primary and secondary sources. The selection of data is based on a good understanding of the operation. Primary data was collected using structured questionnaires and Secondary data was collected from different sources. Among these of secondary data sources are performance reports, other related documents from the organization, bank websites and university publications (thesis, dissertations, etc.).

3.6 Instrument of Data Collection

The primary data will be collected through structured self-administered questionnaire. In the questionnaires, two categories of major variables were measured. The independent variable as organizational politics whiles the dependent variable as performance of employees. Likert with scale (1= strongly disagree to 5 = strongly agree) administered to the respondents. Collected questionnaires encoded in to a summary report. SPSS & Microsoft Excel I used to categorize the summary report in order to evaluate the underlying organizational politics elements and employee performance.

3.7 Validity and Reliability

As stated by (Mugenda, A. Mugenda, O., 1999), the accuracy of data to be collected largely depends on the data collection instruments in terms of validity and reliability. This research questionnaire was taken from journal article whose validity and reliability had been tested.

3.7.1 Validity

Validity is the extent to which a measure adequately represents the underlying construct that it is supposed to measure (Brubaker, 2012). Research validity had two groups: internal and external. Internal validity refers to how the research findings match reality, while external validity refers to the extent to which the research findings can be replicated to other environments, (Pelissier, 2008). To ensure the validity of this study the researcher employed the following mechanisms. The organizational politics questionnaire was prepared by adopting (Carlson, Kacmar, 1997) POPs model with reliability alpha of 0.87. Employees' performance questionnaire was prepared by adopting (Mayer, 1990) five component employees' performance model was taken. The data collected from the reliable sources of respondents who are working in bank of Abyssinia head office.

3.7.2 Reliability

Reliability is the measure of the extent to which a research instrument produces the same results or data after repeated testing (Mugenda, A. Mugenda, O., 1999). A measuring device is reliable if it produces consistent results. If the reliability of the tool is ensured, we can be sure that recent events will not cause any problems when using it. To achieve this goal, the researchers will independently administer the tool to measure accuracy. The reliability of the items/questions was checked and rechecked before the distribution of questionnaires was analyzed by using the Alpha Test. The accepted alpha value ranges from 0.70-0.95. Thus, the pre-test result revealed that the calculated value aimed to test the reliability of the instrument was found to be relevant because reliability calculated value above 0.70 is considered to be a reliable instrument.

Table 1: Reliability Analysis of Variance

Variables	Cronbach's Alpha	N of Items
General political Behaviour	.762	3
Go along to get ahead	.757	4
Pay and promotion policy	.705	3

Employee performance	.889	5
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Source; Survey data (2024)

3.8 Methods of Data Analysis

The researcher was distributing the questionnaire to the respondent and then it collects the filled-up questionnaires and ensured that the respondent feels properly. The researcher was editing the questionnaires to ensure that they are filling out the responses. Then it checked that the answers are consistent, legible, uniform, and accurate. The gaps for missing data were filled up by consulting the respondent for completeness or filling in the obvious missing information. The researcher organized the data in terms of the instruments used in the questionnaire. After that, the researcher was conceptualized the respondent's information and classify it into meaningful and relevant categories for analysis. The researcher then contextualizes and analyzes the responses and draws inferences for the analysis. The classification is based on the context of research questions regarding the relationship between organizational politics and employee performance. The researcher then used statistical methods to analyze and process the data. Researchers provided codes for each research question to easily drill, calculate, and store data using the Social Science Statistical System (SPSS). In this study, multiple regression analysis was used to examine the effect of organizational politics (general political behavior, going along to get ahead and pay and promotion) on employees' performance. Structured questionnaire with a 5 point Likert scale were distributed in order to obtain research participants preference of agreement on the given statements.

3.9 Ethical Consideration

Confidentiality and Privacy is the cornerstone of field research. The researcher confirms the purpose of the study and the confidentiality of the information. Respondents ensure that any information collected through data collection tools is used for academic purposes only. The data and documents will be kept secure during the study and not passed on to third parties. The backup of research resources and results was archived. In addition, the study was conducted with the consent of the organization and with the consent of the respondent.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4. Introduction

This chapter presents both descriptive statistics and inferential statistics analysis. It has three sections. The first section is the descriptive statistics which summarizes the main features of the study variable such as mean, frequency and percentage. The second section is the correlation analysis which shows the degree of association between the study variables. The last sections of the chapter reports regression output of the models used.

4.1. Descriptive Statistics

Descriptive analysis refers to statistically describing, aggregating, and presenting the constructs of interest or associations between these constructs.

4.1.1. Response Rate

To conduct the research 313 questionnaires were distributed to the respondents and the response rate indicated in the table 2 below.

Table 2: Response rate of the respondents

Items	No.	Percent
Sample size	313	100%
Collected	298	95.21%
Remain uncollected	15	4.79%

Source; Survey data (2024)

As the result in table 2 indicate that, out of 313 distributed questionnaires 298(95.21%) were collected while 15 (4.79%) of the questionnaire remained uncollected.

4.2. Demographic Characteristics of Respondents

For this study, demographic characteristics of the respondents such as Age, gender, level of education, and year of experience of the respondents presented and discussed.

Table 3: Background profile of the Respondents

Items	Options	Frequency	Valid Percent	Cumulative Percent
Gender	Male	177	59.4	59.4
	Female	121	40.6	100.0
	Total	298	100.0	
Age of Respondents	21-25	3	1.0	1.0
	26-30	84	28.2	29.2
	31-35	135	45.3	74.5
	36-40	76	25.5	100.0
	Total	298	100.0	
Maximum Level Of Education	Degree	53	17.8	17.8
	Master's Degree	245	82.2	100.0
	Total	298	100.0	
Year of experience	Below One Year	102	34.2	34.4
	Between 1-5 years	63	21.1	55.4
	Between 6 to 10 years	60	20.1	75.5
	Above 10 Years	73	24.5	100.0
	Total	298	100.0	

Source; Survey data (2024)

4.2.1. Gender of Respondents

177 (59.4%) of the respondents were males and 121 (40.6%) were female respondents. It vividly shows among respondents male employees exceed in number.

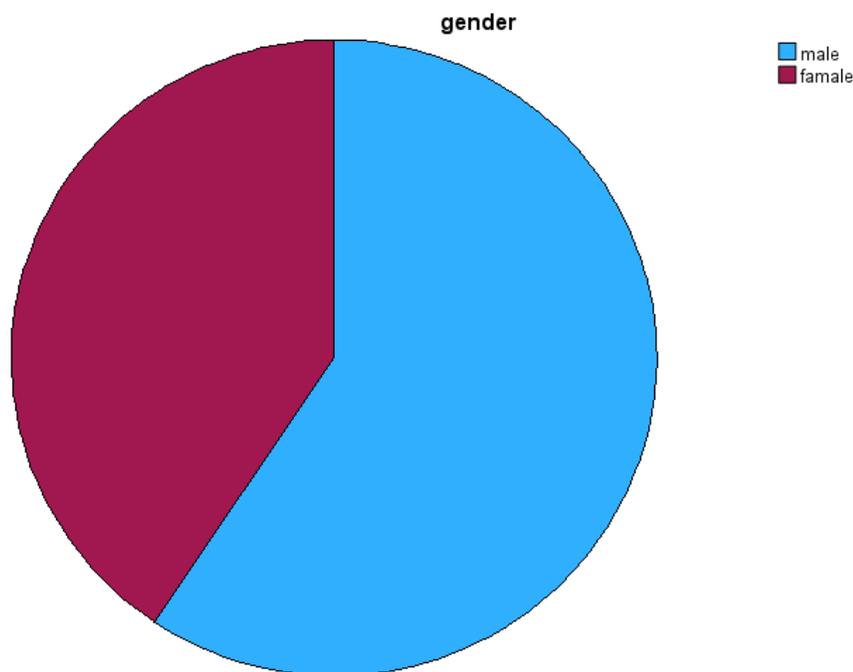


Figure 2: Gender of Respondents

Source; Survey data (2024)

4.2.2. Profile as per Age of Respondents

As can be seen from the table above age is divided in to four categories resulted with 3(1%), 84(28.2%), 135(45.3%) and 76(25.5%) frequencies respectively for between 21 & 25, between 26& 30, between 31 & 35 and between 36 & 40 years old age categories. Majority of employees are relatively younger followed by adults.

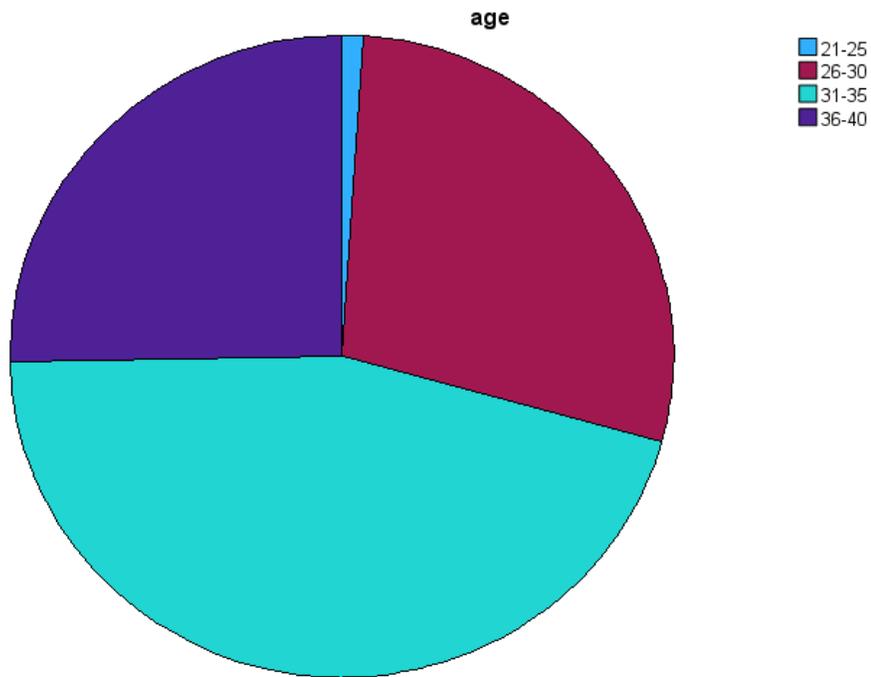


Figure 3: Age of Respondents

Source; Survey data (2024)

4.2.3. Levels of Education of Respondents

The level of education of respondents in the above indicated that from 298 respondents 53 (17.8%) of the respondents were attended degree program, Whereas 245 (82.2%) were Masters Holders. The result indicates that most of the employees were Masters Holders.

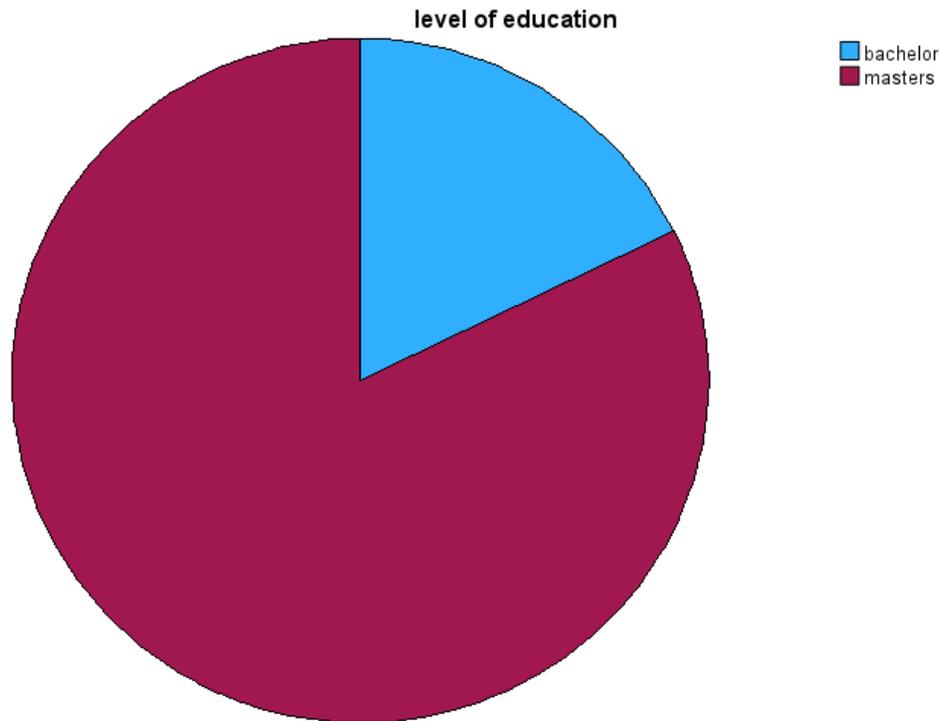


Figure 4: Level of education of Respondents

Source; Survey data (2024)

4.2.4. Years of Experience of the Respondents

Table 5 above shows that, 102 (34.2%) respondents have experience below one year, 63 (21.1%) of the respondents have range of 1 to 5 years' experience, 60 (20.1%) of the respondents fall under the range between 6 and 10 years of experience and 73(24.5%) of the respondents served above 10 years. The result indicates that majority of the employees are relatively older in below one year of experience.

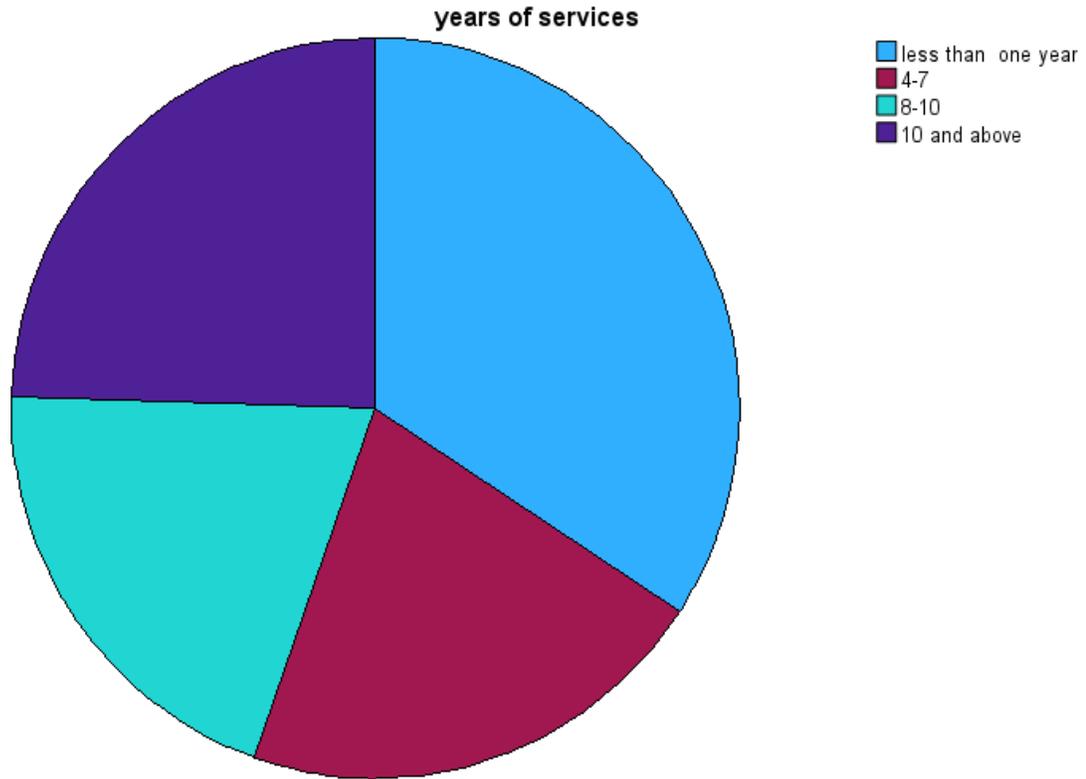


Figure 5: Year of service of Respondents

Source; Survey data (2024)

4.3. Descriptive Statistics of dependent and independent variables

Descriptive statistics in the form of arithmetic means and standard deviations for the respondents were computed for all dimensions assessed by the Perceived Organizational Politics Survey. The means and standard deviations of the dimensions adopted from (Kacmar, Ferris , 1992) POPs model instrument (i.e. General Political Behavior, Going Along to Get Ahead and Pay and Promotion Policy are presented together with employee performance as in a Table 4 below. Based on the Table 4 below, the first organizational politics trait which is perceived by respondents is Go along to get ahead which has a mean score of 2.98.

The second organizational politics trait which is perceived by respondents is “General Political behavior” which has a mean score of 2.95. This result also indicates that most of the respondents perceived their organization with people fearful and less confident not to loss what they want.

Table 4: Descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
General political behavior	2.9513	.43510	298
Go Along to get a head	2.9827	.49405	298
Pay and promotion policy	2.8092	.38671	298
Employee performance	3.4628	.61857	298

Source; Survey data (2024)

Lastly, compare to other organizational political behavior the least popular organizational perceive by the respondent is “pay and promotion policy” which has the mean score of 2.8092 and employees’ performance in bank of Abyssinia has a mean score of 3.46, which is slightly above an average. From the data collected, then, the most respondents working for bank of Abyssinia head Offices perceived their organization as “Go Along to get a head” along with General political behavior.

Overall, the descriptive statistics suggest that "Go Along to Get Ahead" is the most prevalent perception among the respondents, followed by "General Political Behavior" and "Pay and Promotion Policy." Employee performance, meanwhile, is viewed as slightly above average. These insights highlight areas where organizational interventions may be needed to improve perceptions and actual practices related to politics and performance within the organization.

4.4. Relational Analysis

The researcher used Pearson correlation analysis to find out whether the dependent variable, that is, the employee's performance, is correlated with each independent variable, which is general political behavior, going along to get ahead and pay and promotion policy. Correlation (r) is a parametric technique that gives a measure of the strength of association between any two variables. Cohen (1988) has suggested the following guidelines: $r = 0.10$ to 0.29 is a weak relationship; $r = 0.30$ to 0.49 is a medium correlation; and $r = 0.50$ to 1.0 is a strong relationship among variables. If there is too much correlation with a value greater than 0.9 , it means the absolute correlation with a significant value less than 0.05 and above 0.05 is insignificant. “Pearson’s correlation is the ratio of the variance shared by two variables” (Cramer, 1998). Thus,

the correlation analysis conducted to determine the relationship between perceived organizational politics and employees' performance in the bank's head office is shown in Table 5 below and discussed in the paragraphs following.

Table 5: Correlations analysis

		GPB	GAGA	PPP	EP
GPB	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	298			
GAGA	Pearson Correlation	.132*	1		
	Sig. (2-tailed)	.023			
	N	298	298		
PPP	Pearson Correlation	.566**	.645**	1	
	Sig. (2-tailed)	<.001	<.001		
	N	298	298	298	
EP	Pearson Correlation	-.546**	-.685**	-.466**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	298	298	298	298

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

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

The correlation analysis conducted in this study elucidates the connection between organizational politics and employee performance. The findings reveal a significant relationship between the general political behavior within organizations and employee performance, as indicated by the data ($r = -.546, p < 0.01$). Specifically, at the Bank of Abyssinia head offices, the performance scores of employees are negatively correlated with their general political behavior scores at $-.546$. This suggests a strong inverse relationship, where higher levels of organizational politics correspond with lower employee performance. As observed in Table 5, there is a significant relationship between employee performance and the "Going Along to Get Ahead"

political behavior ($r = -0.685$, $p < 0.01$). This suggests that employee performance at the Bank of Abyssinia offices is significantly negatively correlated with "Going Along to Get Ahead" behavior, with a correlation of -0.685 . Since r is negative, it suggests that higher levels of "Going Along to Get Ahead" political behavior are associated with lower levels of employee performance. Conversely, lower levels of this political behavior are associated with higher employee performance.

Similarly, Table 5 indicates a significant relationship between employee performance and the Pay and Promotion Policy ($r = -0.466$, $p < 0.01$). The performance scores of employees at the Bank of Abyssinia head office are negatively correlated with the Pay and Promotion Policy scores at -0.19 . Since r is negative, it suggests that less favorable Pay and Promotion Policies are associated with lower employee performance. Conversely, more favorable Pay and Promotion Policies are associated with higher employee performance. To summarize, the three components of organizational politics, (i.e. General Political Behavior, "Going Along to Get Ahead," and Pay and Promotion Policy) are found to be negatively associated with employee performance with relatively strong relationships. These results indicate that employee performance at the Bank of Abyssinia head office is strongly influenced by organizational politics.

4.5. Regression Analysis

4.5.1. Assumption of Multiple Linear Regression

Multiple Linear Regression is a statistical technique designed to explore the connections between a single dependent variable and several independent variables. The accuracy and reliability of multiple linear regression analysis depend on several key assumptions. Ensuring these assumptions are met is essential for proper interpretation and prediction of the model. The main assumptions include a linear relationship, multivariate normality, no multicollinearity, and homoscedasticity.

4.5.1.1 .Multi-Co linearity Test

According to Hawking (1983), Multi -co linearity refers to the existence of a perfect or exact linear relationship among some or all explanatory variables of a regression model. Checking co-linearity problem with the assumption of tolerance and VIF statistics is important before regressing. Andy (2006) suggested that a tolerance value less than 0.1 almost certainly indicates a serious co-linearity problem. Liu (2010) also suggested that a VIF value greater than 10 there is also serious co-linearity problem. Therefore, the tolerance values of the independent variables of

this research are 0.262, 0.503 and 0.319 for General Political Behavior, Go Along to Get Ahead and Pay and Promotion of the organization respectively. Likewise, the variance inflation factors (VIF) are 3.816, 1.990 and 3.134 for General Political Behavior, Go Along to Get Ahead and Pay and Promotion respectively. Based on the result, there was no co-linearity problem in factors affecting employees' performance.

Table 6: Multi-collinearity

Model		Tolerance	VIF
1	(Constant)		
	General Political behavior	.262	3.816
	Go Along to Get Ahead	.503	1.990
	Pay and Promotion	.319	3.134

a. Dependent Variable: employee performance

Source; Survey data (2024)

4.5.1.2. Normality Test

The other important assumption in regression analysis is also that the dependent variable should be tested for normal distribution. Normality is used to describe a symmetrical, bell-shaped curve, which has the greatest frequency of scores around in the middle combined with smaller frequencies towards the extremes (Collis and Hussey, 2009).

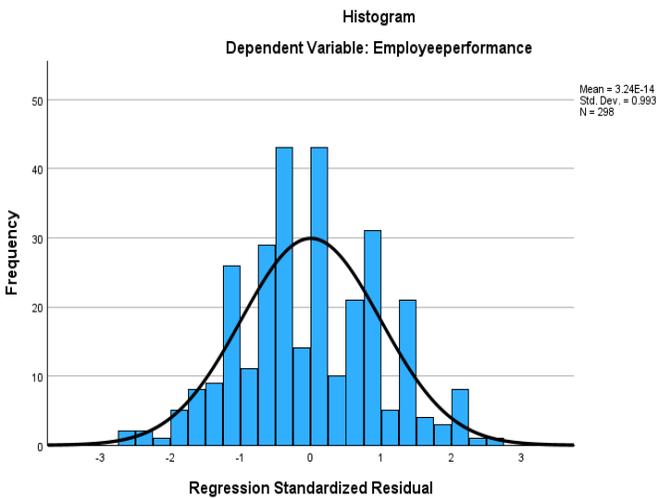


Figure 6: Histogram as Test of Normality for Employees Performance

Source: Survey data (2024)

If the dependent variable is not normally distributed, there is little point in performing regression analysis because a major assumption of the model is violated. Therefore, normality test computed for the dependent variable, in this case, depicted in the histogram figure above asserted for normal distribution. Figure 6 histogram shows a normal distribution is recorded.

The other checking mechanism to test the normal distribution of scores on the dependent variable i.e. employee performance, in our case, is the kurtosis and skewness value which is computed by using SPSS. The normal acceptable distribution of symmetric has a zero skewness value. However, the standard error greater than 2 indicates a normality problem. Kurtosis on the other hand is a measure of the extent to which observation cluster around a central point. For a normal distribution the value of the kurtosis is zero. The information in table below shows that the coefficient of skewness (0.141) and kurtosis (0.281) is not much far from zero. Thus for this research, the histogram and the ratio of skewness to kurtosis were checked and the result indicates that data used in the study is normally distributed.

Table 7: Descriptive Statistics

	N	Mean	S.D	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Err	Statistic	Std. Err
Political behavior	298	2.9513	.43510	-.332	.141	-.798	.281
Go along to get ahead	298	2.9827	.49405	-.265	.141	-.755	.281
Pay and promotion	298	2.8092	.38671	-.578	.141	-.728	.281
Employee performance	298	3.4628	.61857	-.656	.141	-1.083	.281
Valid N (listwise)	298						

Source: Survey data (2024)

4.5.1.3. Linearity test

Linearity assumption of multiple regressions was tested using scatter plot test and it was found that there is linear relationship between independent and dependent variables (Figure 7). The linearity result depicted the distribution of residuals near to the mean zero. The scatter plot of the dependent variable falls almost in a rectangular except few outliers.

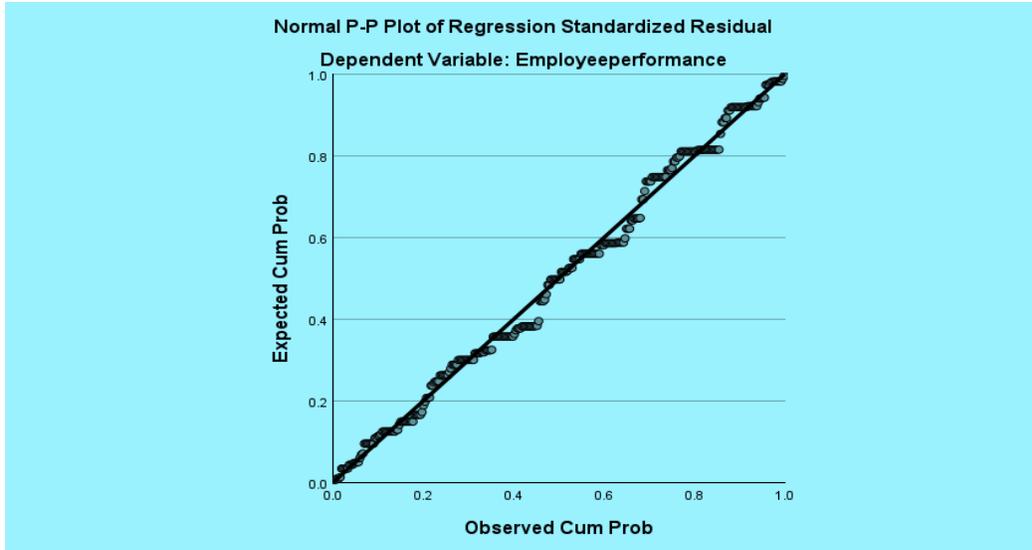


Figure 7: Normal P-P Plot of Regression Standardized Residual of EP

Source: Survey data (2024)

4.5.1.4. Heteroscedasticity test

The variance of error terms (residuals) should be consistent across all levels of the independent variables. A scatterplot of residuals versus predicted values should not display any discernible pattern, such as a cone-shaped distribution, which would indicate heteroscedasticity. Addressing heteroscedasticity might involve data transformation or adding a quadratic term to the model.

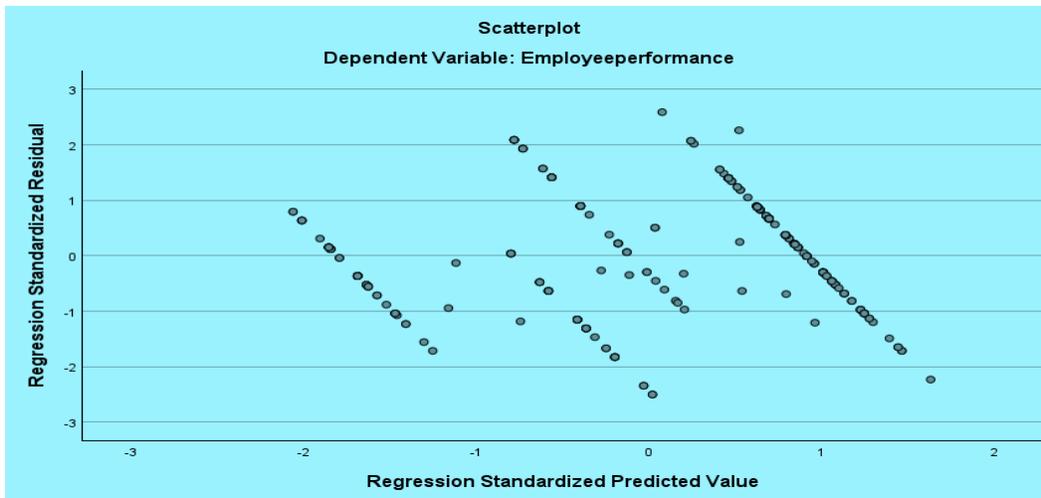


Figure 8: Scatter plot for the Dependent Variable

Source: Survey data (2024)

4.5.2. Multiple Linear Regression Analysis: The Effect of POPs on EP

One of the objectives of this paper was to examine the predictive power of general organizational behavior, go along to get ahead, pay and promotion policy, and organizational reward practice to employees' performance in bank of Abyssinia head office. Multiple regression analysis is used to measure the statistical effect of each individual independent variable (i.e. general organizational behavior, go along to get ahead, and pay and promotion policy) on the dependent variable (employee performance). This measurement is made by referring the value of adjusted R^2 to explain the magnitude of the effect of the independent variable on the dependent variable. Thus, the model presents how much of the variance in employee's performance is explained by the selected organizational political factors: general political behavior, go along to get ahead and pay and promotion policy. The equation of multiple regressions on this study is generally built on the set of variable, employee performance as dependent variable and general organizational behavior; go along to get ahead and pay and promotion policy as independent variables of organizational politics. A hierarchically regressed variable result for the model summary indicates an overall effect of independent variables on dependent variables to each model. In Model 1, 83% of the variation in employee performance is explained by the organizational politics factors, namely general political behavior; go along to get ahead, and pay and promotion policy, with an R square of 0.832. This indicates that 83.2% of the variation in our dependent variable (employee performance, EP) is explained by the independent variables (GPB, GAGA and PPP). This result is statistically significant, as indicated by a Sig. F Change of less than 0.001.

Table 8: Multiple regression results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.912 ^a	.832	.830	.25505	.832	484.302	3	294	<.001

a. Predictors: (Constant), Pay and Promotion, General Political Behaviour, Go Along to Get Ahead

b. Dependent Variable: employee performance

Source; Survey data (2024)

Table 9: ANOVA regressions for dependent and independent variable

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	103.071	3	31.505	484.302	<.001 ^b
	Residual	20.812	294	.065		
	Total	123.0883	297			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Pay and promotion, Political behaviour, Go along to get ahead

Source; Survey data (2024)

The table 9 above presented the overall significant relationship between employees' performance with dependent variables under its respective model. From the statistics in the model, if the value of $F > 1$ and $p < 0.05$, the model is fit to predict the effect of independent variables on dependent variable. The result of the study shown that the prediction power of the model is fit at F- value of 37.8 respectively for Model 1 while , ($p < 0.01$, $F > 1$). Therefore, the multiple linear regression the above model is appropriate to this research to predict the effects of organizations Pay and Promotion, General Political Behaviour, Go Along to Get Ahead, on employee's performance under their respective models.

Table 10: Regression coefficients of Effect of POPs on Employee performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.089	.189		5.775	<.001
	GPB	-.367	.034	-.477	-10.837	<.001
	GAGA	-.769	.031	-.614	-24.448	<.001
	PPP	-.226	.068	-.245	-3.318	.001

a. Dependent Variable: Employee performance

Source; Survey data (2024)

This study aimed to identify the effect level of independent variables in the prediction of the dependent variable. Thus, the strength of each predictor variable influence on the criterion variable can be investigated via standardized Beta coefficient. Hence, the regression coefficient explain the average amount of change in dependent variable that caused by a unit of change in the independent variable. It revealed the relative predictive power of each variable independently after the considerations of all other variables in the model were controlled. In order to determine which of the factors contributed to prediction of employees' performances, the standardized regression coefficients or beta weights (β) were examined in (Table 10). Go along to get ahead is the most contributing organizational factor in the prediction of employee performance with beta value -0.614. The results suggest that Go along to get ahead contributes almost 61.4 % to employee performance in bank Abyssinia head office. The second beta value of organizational politics is "General political behavior" with -0.477 which contribute 47.7% to employees' performance. The last beta value of organizational politics is Pay and Promotion Policy with -0.245 which contribute 24.5% to employees' performance. Given the models' fitness with significance at level of less than 0.05 ($p < 0.001$), we can predict employee performance from the dimensions of organizational politics significant model. Based on Table 10 using individual variables` the regression analysis Equation will be;

$$EP = 1.089 - 0.477 \text{ GPB} - 0.614 \text{ GAGA} - 0.245 \text{ PPP}$$

Where:

EP = Employee performance GPB =General Political Behavior GAGA= Go along to Get Ahead

PPP = Pay and Promotion Policy

4.6. Hypothesis Testing

Based on the un-standardized coefficient of beta and p-value, the hypotheses of the study were tested and the results are presented below:

H1: Organizational politics, as measured by general political behavior, has a significant negative influence on employees' performance at the Bank of Abyssinia head office.

The results indicate a significant relationship between general political behavior and employees' performance ($\beta = -0.477$, $p < 0.001$), with $p < 0.05$. This confirms that general political behavior has a negative and significant effect on employee performance at the Bank of Abyssinia head office. Therefore, H1 is accepted.

H2: Organizational politics, as measured by "going along to get ahead," has a significant negative influence on employee performance at the Bank of Abyssinia head office.

The results show a significant relationship between "go along to get ahead" and employee performance ($\beta = -0.614$, $p < 0.001$), with $p < 0.05$. This suggests that "go along to get ahead" has a negative and significant effect on employee performance, even though the relationship is somewhat weak. Therefore, H2 is accepted.

H3: Organizational politics, as measured by pay and promotion policy, has a significant negative influence on employee performance at the Bank of Abyssinia head office.

The results indicate no positive significant relationship between pay and promotion policy and employee performance ($\beta = -0.245$, $p = 0.001$, $p = 0.05$). This confirms that the pay and promotion policy has a negative and significant effect on employee performance at the Bank of Abyssinia head office. Therefore, H3 is accepted.

Table 11: Summary of hypothesis

H. No	Hypothesis	Beta value	P- value	Result
H1	Organizational politics, as measured by general political behaviour, has a significant negative influence on employees' performance in bank of Abyssinia head office			
	H _{1a} . employee performance	-0.477	<0.001	Accepted
H2	Organizational politics, as measured by "going along to get ahead", has a significant negative influence on employees' performance in bank of Abyssinia head office			
	H _{2a} . Employee performance	-0.614	<0.001	Accepted
H3	Organizational politics, as measured by pay and promotion policy, has a significant negative influence on employees' performance in bank of Abyssinia head office			
	H _{3a} . Employee performance	-0.245	0.001	accepted

4.7 Discussion on Major Findings

This section summarized the core points and major findings which were obtained from data analysis of survey questionnaires: The numbers of male respondents in the sample population are a bit higher (female 40.6%, male 59.4%). The largest group of the population comprises master's holders, which is 82.2 % of the total respondents. Furthermore, 34.2% of the respondents have less one years of experience whereas 24.2 of them has an experience of 10 years and above in Bank of Abyssinia and these takes majority. Go along to go ahead has the highest mean score of 2.9827 which is the highest among the other organizational political dimensions. The mean score for the measures of pay and promotion (2.8092) and general political behavior (2.9513). This indicates that, the majority of respondents have slight agreement on all the measures. Mean score of employee performance 3.4628 responses are above average. This indicates that employees probably have medium emotional attachment towards their organization. Pearson coefficients implies that the three organizational politics dimensions factors measuring perceived organizational politics were negatively related with employees performance .Findings from the multiple regression analysis shows, 83.2% variation in employee performance is explained by organizational politics (where by R square is .832 and adjusted R square is .830). Furthermore, the significance value of F change statistics shows a value .000, which is less than $p < 0.05$, implies the model is significant. This Finding is consistent with other research findings. (Vigoda-Gadot E., 2006) Studied the effect of organizational politics on private and public organizations and found a negative association with organizational performance -0.44 and -0.41 respectively. (Rehan and Asma, 2013), found a correlation of -0.50 between POPs and employees organizational performance. (Miller, B., Rutherford, M., & Kolodinsky, R. , 2008), also found correlation between the dependent and independent variable being -0.41 . Moreover, (Cropanzano, Howes, Grandey and Toth, 1997), also found a -0.63 correlation of perceived organizational politics with organizational performance. And a research conducted on Pakistani public sector by (Raiz, 2013), reached the same conclusion on the association of POPs and affective organizational performance with a correlation result ($r = -0.15$; $p < 0.01$). Recent researches are similarly indicate a negative association between POPs and employee performance having -0.256 and -0.126 with $p < 0.01$ for General Political Behaviour and Go along to Get Ahead dimensions respectively (Yilmaz E., Özer G., and Gunluk M., 2014). Go along to

get ahead is the most contributing perceived organizational politics traits in the prediction of employees' performance with beta value -0.614. And general political behaviour and pay and promotion policy contribute the following beta value in the prediction of employees performance (B=-0.477) and (B= -0.245) respectively. There is no multi co linearity problem among all perceived organizational politics variables which is asserted by tolerance values greater than 0.1 and VIF value less than 10. Alternative hypotheses related to General political behaviour, go along to get ahead and pay and promotion policy are accepted as significance levels are - 0.477(p<0.05), -0.614 (p<0.05) and -0.245 (p<0.05) respectively. This is also consistent with other previously conducted researches. Regression result of POP conducted by (Rehan B., 2013), had a negative direct effect on employee performance (= - 0.19, p > 5%). Similarly, Miller et al (2008) with the 95% confidence interval found a regression result R2 ranged from -0.68 to -0.14- ; p<.05. The beta coefficient for relationship of POPs and Employee performance was estimated - 0.966 with a significant negative direct effect (Atta et al., 2012) in non-western culture. This finding too aligned to results obtained from the work of (Raiz, 2013). In her study a significant effects of perception of politics on affective commitment was estimated with an R2=-0.233; p<0.001. The regression analysis of the study using model 1 with three of the independent variables can explain 83.2% of the variations in employees' performance in the organization and the remaining 16.8 % of variance remain are explained by other factors.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5. Introduction

This chapter reviews of the main objectives of the study and a summary of the results relating to them. Conclusions are drawn from the results obtained and recommendations for further research and for the organization are provided.

5.1 Summary of main findings

The main objective of this study was to examine the influence of organizational politics on employees' performance in Bank of Abyssinia. To carry out this study descriptive statistics, correlation and regression analysis were employed using IBM SPSS (20) program package. To conduct this study the following basic questions were developed.

- ✚ What is the effect of general political behavior on employee performance at the Bank of Abyssinia head office?
- ✚ How does “Go Along to Get Ahead” affect employee performance the Bank of Abyssinia head office?
- ✚ What is the influence of pay and promotion policies on employee performance the Bank of Abyssinia head office?

To address the main and specific research questions, data were collected from the Bank of Abyssinia head office using a simple random sampling technique. Out of 1,439 employees, a sample of 313 was selected, and questionnaires were distributed. Of these, 298 were returned and deemed valid, while 15 were not collected. After conducting different investigations on the interesting variables it come up with the following major findings:

“Go Along to Get Ahead” has the highest mean score of 2.9827, which is the highest among all organizational politics dimensions. This result, likewise, indicates that most respondents perceived their organization has employees with servility behaviour for not to loss what they thought is important.. The second organizational politics trait which is perceived by the respondents is general political behaviour which has the mean score of 2.9513. Lastly, organizational politics trait which is perceived by respondents is “pay and promotion policy” which has a mean score of 2.8092 and, employees' performance in bank of Abyssinia has a mean score of 3.4628. The correlation result of the study showed general political behaviour is

negatively and significantly related to employees' performance by ($r = -0.477$, $p < 0.001$). Go along to get ahead dimension of POPs of bank of Abyssinia have a negative and significant relationship with employees performance by ($r = -0.614$, $p < 0.001$). The administration pay and promotion policy is negatively and significantly related to employees' performance by ($r = -0.245$, $p = 0.000$). The regression analysis of the study using model 1 with three of the independent variables can explain 83.2% of the variations in employees' performance in the organization and the remaining 16.8 % of variance remain are explained by other factors.

5.2 Conclusion

This study was initiated to examine the effect of perceived organizational politics on employee performance at the Bank of Abyssinia's head office. The study identified "Go along to get ahead" as the primary and most influential dimension of perceived organizational politics (POPs) in predicting employee performance. This form of politicking occurs when individuals avoid conflict and do not resist others' influence attempts (Carlson, Kacmar , 1997). Despite their passive stance against political threats, these individuals become pawns for others. Their silent reaction, driven by fear of conflict and loss of regular benefits, protects personal interests over organizational goals, aligning them with forward politicians. Consequently, their behavior is considered political. Their silence offers additional benefits; effectively making them members of the operating political group (Frost, 1987). Recognizing this behavior leads employees to become apathetic and lethargic in their duties over time. The study found that, albeit minimally, this behavior negatively and significantly affects employee performance. Therefore, it can be concluded that perceived organizational politics, as measured by "Go along to get ahead," has a significant negative impact on employee performance at the Bank of Abyssinia.

The second most influential POPs trait in predicting employee performance is general political behavior. This behavior involves individuals actively participating in unsanctioned groups to satisfy personal interests. Factors such as scarce resources, ambiguous policies, and decision-making under uncertainty (Carlson, Kacmar , 1997), can trigger such behavior. When organizational rules are insufficient, individuals interpret them in their favor. Those leading these interpretations seek legitimacy by deceiving and co-opting colleagues or opposing dissenters. Scarce resources lead to individuals prioritizing personal gain over organizational interests, resulting in lost trust and diminished employee performance. This research concludes that

general political behavior is prevalent at the Bank of Abyssinia and negatively and significantly affects employee performance.

The third POPs trait in predicting employee performance is the pay and promotion policy. This policy significantly affects employee performance, with a negative correlation. When organizations design reward systems that favor individual political behavior over organizational interests (Kacmar, Ferris, 1992), they perpetuate political behavior. Employees may engage in politicking to secure rewards for personal gain, compromising organizational interests. This behavior demoralizes others and affects their attachment to the organization. The regression results of this study indicate that the pay and promotion policy significantly impacts employee performance at the Bank of Abyssinia.

5.3 Recommendations

Based on the research findings and conclusions, the researcher provided several key recommendations to help the Bank of Abyssinia effectively manage perceived organizational politics, thereby enhancing employee performance. The recommendations are as follows:

1. Addressing "Go Along to Get Ahead" Behaviors:

This behavior, although less prevalent than others, negatively impacts employee performance. It is crucial for the bank to address this issue. Employees should be empowered to resist political group influences. Establishing and promoting transparency, rule-based performance evaluation, and supervision that encourages employees to critique, comment, and report any misconduct is essential. The bank's administrative system should support pro-organization practices and penalize self-serving political behavior.

2. Managing General Political Behavior:

Employees perceive the presence of dominant individuals who pursue personal interests at the expense of others and the organization. These individuals often form political groups to influence decisions. To counter this, the bank should adopt and clearly communicate policies for efficient service delivery. Any legal and administrative ambiguities that allow for misinterpretation should be continuously addressed.

3. Review and Improve Pay and Promotion Policies:

Since pay and promotion policies also negatively influence employee performance, it is crucial to review these policies to ensure they are fair, transparent, and based on performance metrics.

This can help reduce perceptions of favoritism and increase employee motivation and satisfaction.

Finely; it recommended conducting further research to explore the long-term impact of organizational politics on employee performance and to identify additional factors that may moderate this relationship. This can provide deeper insights and more comprehensive strategies to address organizational politics effectively.

5.5 Contribution of the Study

The topic of organizational politics is notably underexplored in the developing world. Moreover, there is a scarcity of studies focusing on this subject within financial institutions, particularly the banking sector. Notably, the exploration of organizational politics has often been isolated from the study of state politics, despite their interconnected origins. This separation, influenced by Western scholars, likely stems from the conventional view of distinguishing between state and organizational governance and the shift of resource management from public to private sectors. However, the growing complexity of social and economic systems is prompting increased involvement of political figures in contrast to the traditionally dominant civil bureaucracy. Therefore, it is essential that studies on organizational politics, especially those conducted in developed countries, integrate aspects of state politics. This research is among the pioneering efforts to address this issue, marking the initial contribution of this study.

Additionally, it is crucial to understand the impact of power dynamics, covert agendas, and unethical behavior within organizations on employee morale, motivation, and productivity. By delving into these aspects, researchers can devise strategies to counteract the adverse effects of organizational politics, fostering a more supportive and transparent workplace.

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Appendix



QUESTIONNAIRE

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

Questionnaire to be filled by all workers in Bank of Abyssinia head office

Dear participant,

I, Yonas Nigussie, a graduate student of St. Mary University, am conducting a research on “The influence of organizational politics on employee’s performance. The Case of bank of Abyssinia head office”. The purpose of this questionnaire is, therefore, to collect data from Bank of Abyssinia head office employees.

As information collected from this survey will be used in strict confidence and for research purposes only, therefore, has no impact on your employment with this organization, it is important that you answer each question and respond to each statement as openly and candidly as possible. You are not expected to write your name for the sake of confidentiality.

Thank you in advance for your kind cooperation!

Part One: General information of respondent

1. Age of the respondent

- 20 or below 21-25 26-30 31-35 36-40 41 or above

2. Gender of the respondent

- Male Female

3. Which Level of Education do you possess?

- Certificate Diploma Bachelor Masters

Others specify.....

4. Years of services you provided in this Organization

- Less than one year 1-3 yrs. 4-7 yrs. 8-10 yrs. 10 and above

Part Two: Perceived Organizational Politics

Please indicate the degree of your agreement/disagreement with the following statements.

(Mark “x” the choice that best describes your view).

S.NO	Employees Perceived organizational politics of bank of Abyssinia S.C head office	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly agree</i>
<i>Factor 1: General Political Behavior</i>						
1	People in this organization attempt to build themselves up by tearing others down.					
2	There has always been an influential group in this department that no one ever crosses.					
3	People here usually don't speak up for fear of retaliation/vengeance.					
4	I have seen changes made in policies here that only serve the purposes of a few individuals, not the work unit or the organization.					
<i>Factor 2: Go Along to Get Ahead</i>						
5	Employees are encouraged to speak out frankly even when they are critical of well-established ideas.					
6	There is no place for yes-men around here; good ideas are desired even if it means disagreeing with superiors.					
7	Agreeing with powerful others is the best alternative in this organization.					
8	Sometimes it is easier to remain quiet than to fight the system.					
9	Telling others what they want to hear is sometimes better than telling the truth.					
10	It is safer to think what you are told than to make up your own mind.					
<i>Factor 3: Pay and Promotion Policies</i>						
11	Since I have worked in this department, I have never seen the pay and promotion policies applied politically.					

12	I can't remember when a person received a pay increase or promotion that was inconsistent with the published policies.					
13	None of the raises I have received are consistent with the policies on how raises should be determined.					
14	The stated pay and promotion policies have nothing to do with how pay raises and promotions are determined.					
15	When it comes to pay raise and promotion decisions, policies are irrelevant.					
16	Promotions around here are not valued much because how they are determined is so political.					
<i>Questions related to Employee performance</i>						
17	I effectively use resources including time and materials					
18	I Performs all tasks that are expected from me in the organization					
19	I Meet formal performance requirements from the job					
20	I effectively work with other employees					
21	I receive good performance rates during my performance evaluation					

Source: Charles A Robb