

Impact of perceived organisational support and organisational politics on employee performance: The mediating role of work engagement of nursing officers in Sri Lankan hospitals

Hussain Ali, M. A. M^{1*}, Robinson, J² and Gunapalan, S³

^{1, 3} South Eastern University of Sri Lanka,

hussainm@seu.ac.lk¹ and sgunapalan@seu.ac.lk³

² University of Jaffna, Sri Lanka, robinsonj@univ.jfn.ac.lk

Corresponding Author*

ABSTRACT

Sri Lankan health sector comprises Government hospitals where nursing officers play a key role. Research studies mention that the job of healthcare workers is undoubtedly very challenging and demanding in today's context. Organisational support and organisational politics need to be focused to encourage nursing officers' engagement in work activities. Since this study is significant in several ways, this study aims to determine whether work engagement mediates the relationship between perceived organisational support, organisational politics and employee performance. The literature review of this study has focused on relationships and hypotheses among study variables. A causal research design has been primarily adopted in this study. The sample size for this study was 1010. Data were collected primary data using a well- designed questionnaire. The Data analysis of this study is based on PLS-SEM and both reflective and mediating measurement and structural models. Reflective mediatory measurement was assessed using indicator reliability, internal consistency reliability, convergent and divergent validity. The reflective mediatory

Peradeniya Management Review – Volume 06, Issue 2 (December) 2024



This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/), which permits unrestricted use, distribution and reproduction in any medium provided the original author and source are credited.

structural model was based on path coefficients, quality criteria and predictive power, using SmartPLS. The findings of this study revealed that all three paths between perceived organisational support and employee performance, perceived organisational support & work engagement, work engagement and employee performance are significant. And all three paths between organisational politics & employee performance, organisational politics & work engagement, work engagement & employee performance are significant. Study can be concluded that work engagement partially mediates between (i) perceived organisational support and employee performance; (ii) organisational politics and employee performance of nursing officers in Sri Lankan hospitals. Thus, the Sri Lankan government and the policy makers need to pay attention to perceived organisational support and organisational politics to influence both work engagement and employee performance.

Keywords: Perceived organisational support, organisational politics, employee performance, work engagement.

INTRODUCTION

Government hospitals are vital in the Sri Lankan health sector. Specifically, nursing officers play a key role in Government hospitals. Govindaraj *et al.* (2014) stated that the public sector in Sri Lanka has been remarkably successful in ensuring access to efficient and good-quality health services. The services of nurses in government hospitals are key to the health sector in Sri Lanka. A Study carried out by Dayananda and Samarakoon (2019) denoted that the job of healthcare workers is undoubtedly very challenging and demanding in today's context. Employee engagement refers to the positive psychological

conditions that lead employees to invest themselves actively in their role and organisation (Rurkkhum and Bartlett 2012). Employees' work engagement leads to a range of positive organisational- and individual-level outcomes, and it has become a prime measure of organisational success (James 2021). The presence of work engagement can induce employees to perform better at work. Nurse performance in nursing services refers to the nurse's compliance in delivering comprehensive nursing care, encompassing the assessment, diagnosis, planning, implementation, and evaluation stages (Fikri *et al.* 2024). Nurses should be supported by the organisation, and it will lead to work engagement. Malik and Ishrat (2024) indicated that organisations must provide assistance to their staff in order to cultivate a good mindset which emphasises highly motivated and contented individuals who are more likely to excel in their roles, duties and work that making it imperative for firms to provide a conducive work environment that will result in enhanced performance. In short, work engagement plays a role in mediating the relationship between perceived organisational support, organisational politics, and employee performance. Research studies have found that work engagement frequently mediates the relationship between perceived organisational support and employee performance. Perceived organisational support fosters work engagement, which in turn stimulates employees' job performance (Karatepe and Aga 2016). Similar findings have been reported by Bas and Çınar (2021) and Wen *et al.* (2023) in foreign countries such as Turkey and Malaysia. In the case of Sri Lanka, there are very few related studies which gave the researcher impetus to study the mediating role of work engagement in the relationship between perceived organisational support, organisational politics and employee performance. Nursing is important in the health sector, and the role of officers is vital in the health sector. Nursing officers are

engaging in several nursing-related tasks and activities in hospitals, whereas they need to look after their home and social needs, which requires the support of the organisation. Similarly, hospital administrators need to receive nursing services from nursing officers, with a focus on organisational politics. This study focuses on the impact of perceived organisational support and organisational politics on the employee performance of nursing officers in Sri Lankan hospitals.

Research has identified a research gap as stated in this section. Although there are previous studies in the areas of perceived organisational support, organisational politics and employee performance, they are different in the context of period, country and findings. This has been taken as a study gap for analysing this proposed study in the Sri Lankan context during the period of 2023 among nursing officers in Sri Lankan Hospitals. Thus, this proposed study aims to examine perceived organisational support and organisational politics on the performance of nursing officers in Sri Lankan Hospitals. This motivated the researcher to study the impact of perceived organisational support and organisational politics on employee performance of nursing officers in Sri Lankan hospitals. Previous research findings in the areas of perceived organisational support, organisational politics and employee performance give different views and make decision makers difficult to focus on the further improvement of health sector. Thus, getting a clear picture about the impact of perceived organisational support and organisational politics on employee performance is the need of the hour to develop the Sri Lankan health sector and nursing officers.

STATEMENT OF THE PROBLEM

Previous studies had revealed the contradictory findings on proving the relationships between perceived organisational support, organisational politics, employee performance and work engagement. It has been revealed that Chen et al. (2020) found that organisational support has a positive effect on employee performance. Movahedi et al. (2020) found that positive perceptions towards organisational politics and work-related outcomes among nurses. At the same time, research findings indicate a negative relationship between organisational politics and employee performance. Studies had attempted to find the relationship between perceived organisational support and work engagement. Liu (2011) found that organisational support has been accepted as a key factor influencing employee organisational behaviour and involvement. Folger, Konovsky and Cropanzano (1992) found that negative perceptions about organisational politics and employee feelings (work engagement). There are both negative and positive research findings regarding the relationships among perceived organisational support, organisational politics, and work engagement. There are research findings between work engagement and employee performance. Ismail, Iqbal and Nasr (2019) found that employee engagement had a significant impact on employee performance. As far as the literature is concerned, there is a research gap in proving the impact of perceived organisational support and organisational politics on employee performance with the mediating role of work engagement among nursing officers in Sri Lankan hospitals. There are studies in the context of perceived organisational support and organisational politics on employee performance of nursing officers abroad, whereas very few studies have examined the impact of perceived organisational support and organisational politics on employee

performance of nursing officers in Sri Lankan hospitals. Realising this fact, this study has focused on knowing the impact of perceived organisational support and organisational politics on employee performance of nursing officers in the Sri Lankan context, i.e. Sri Lankan hospitals. Using this research gap, the researcher raises whether work engagement mediates the relationship between perceived organisational support, organisational politics and employee performance as the main research question and whether work engagement mediates the relationship between perceived organisational support and employee performance and whether work engagement mediates the relationship between organisational politics and employee performance as sub research questions.

SIGNIFICANCE OF THE STUDY

This study aims to fill the existing literature gap in the areas of perceived organisational support, organisational politics, work engagement, and employee performance in the Sri Lankan context. Several studies have been conducted in these areas abroad and within the Sri Lankan context. Several research studies have also been conducted to investigate the direct relationships among these variables, both in Sri Lanka and abroad. No study has been conducted to date to test the mediating relationships among work engagement, perceived organisational support, organisational politics, and employee performance, as indicated in the researcher's literature review. On this ground, this study adds value to the mediatory relationships between work engagement, perceived organisational support, organisational politics, and employee performance. This study has developed a mediatory model based on direct and mediatory relationships.

LITERATURE REVIEW

Researcher reviews this study in two sections such as empirical review and theoretical review. The first review that based on empirical review is denoted in this section.

Empirical Review

In this empirical section of the literature review, the researcher has reviewed perceived organisational support, organisational politics and employee performance with the help of its definitions and the relationship among these variables. Since this study is a mediation study, different paths and hypotheses needed to be developed and checked among perceived organisational support, organisational politics, work engagement and employee performance. On this ground, the literature review focuses on relationships and hypotheses among variables.

Employee Performance

Performance is the level of work. Bernardin and Russell (1998) defined performance as the record of outcomes produced on a specified job function or activity during a specified time period. Employee performance is the level of an employee's performance. Authors have defined employee performance during different periods. Earlier, job performance was simply defined as the quantity and quality of each employee's output in an organisation. Stewart and Brown (2011) defined employee job performance as the contribution that individuals make to the organisation that employs them. Ramawickrama, Opatha and

PushpaKumari (2017) stated that in the present scenario, employees do much more than is traditionally included in their job descriptions. Bagyo (2018) defined that employee performance depends on the level of skills and abilities, effort, and opportunities they have. Hermawan, Thamrin and Susilo (2020) defined that employee performance is an individual thing because each employee has different abilities.

The Relationship between Perceived Organisational Support and Employee Performance

Various definitions have been stated for perceived organisational support by various authors like Byrne *et al.* 2011; Hussain and Asif 2012. Abed and Elewa (2016) had defined that organisational support shows how much the organization acknowledges the employees and cares about their well-being. Earlier studies had revealed that organisational support can enhance employee performance. Once employees perceive that they are supported in an organisation, they will increase their performance. Research studies have consistently shown that organisational support is linked to improved employee performance. Chen *et al.* (2020) had pointed out that reinforcing organisational support has a positive effect on the new performance of frontline workers and according to the organisational support theory, companies need to give support to frontline workers, so that they obtain higher incentives to work hard and get better performance. Organisational support is necessary for increasing employee performance in any organisation. These arguments have developed a null hypothesis of perceived organisational support is not related to employee performance and an alternative hypothesis of perceived organisational support is related to employee performance.

The Relationship between Organisational Politics and Employee Performance

Various researchers, such as Kacmar et al. (1999); Ferris and Kacmar (1992), have defined organisational politics. Organisational politics refer to actions by organisational members to be self-interested and directed toward furthering their own goals without regard for the well-being of others or the organisation (Kacmar and Baron 1999). Some examples of these actions include withholding information from coworkers, failing to enforce policies and procedures appropriately, using flattery to gain favours, shifting blame, and maligning others to make oneself look better. Vigoda (2000) found that “organisational politics may function as the silent enemy with organisations and can be even more destructive for public administration systems than for private organisations.

Movahedi et al. (2020) investigated the relationship between positive perceptions toward organisational politics and work-related outcomes in nurses, including stress level, burnout level, turnover intention, and job satisfaction. The study found a significant and positive relationship between a positive perception of organisational politics and job satisfaction. Nurses who perceive the work environment as political will experience greater levels of stress, turnover intention, and burnout, and lower levels of job satisfaction. Politics is an issue that should be handled at all levels of management. Managers should employ supportive, non-political workplace strategies to enhance the work-related outcomes of employees. Organisational politics can be argued both positively and negatively. This notion has been supported by research studies. Cacciattolo (2015) studied organisational

politics from the viewpoint of positive and negative sides of organisational politics. There are two ways of viewing organisational politics. Organisational politics can be viewed either as a symptom of social influence processes that benefit the organisation or as a self-serving effect that goes against the organisational goals. Bodla et al. (2014) highlight that a negative relationship between perceived Organisational politics and employees' performance was not fully supported. Although previous studies reported inconsistent findings about this relationship, some researchers found evidence for a positive relationship, and others found a negative relationship. A weak negative relationship was found between perception of organisational politics and employees' performance as reported by supervisors (Vigoda 2000). According to these empirical and theoretical arguments, both null and alternative hypotheses are set: organisational politics is not related to employee performance, and organisational politics is related to employee performance.

Relationship between perceived organisational support and work engagement

Few previous studies and literature have been conducted in an effort to establish the relationship between perceived organisational support and work engagement. Liu (2011) studied about relationship between perceived organisational support and work engagement. It has been found that organisational support has been accepted as a key factor influencing employee organisational behaviour and involvement (Liu 2011). The study has concluded that the level of support provided by the organisation, as perceived by the employee, may have a direct relationship with employee engagement. Mathumbu and Dodd (2013) also found similar findings that perceived organisational support has a relationship with employee engagement in terms of both their job and other work-related behaviours, such

as organisational citizenship behaviour. These empirical evidences are used to develop a null hypothesis that perceived organisational support is not related to work engagement and an alternative hypothesis that perceived organisational support is related to work engagement.

Relationship between Organisational Politics and Work Engagement

In the research world, there are a number of previous studies and literature that have been carried out to prove the relationship between organisational politics and work engagement. Folger, Konovsky and Cropanzano (1992) concluded that these negative perceptions about organisational politics make employees feel as if they are working in an unjust and unfair environment, which makes them dissatisfied and, as a result, they are compelled either to quit the department or the organisation. Kane-Frieder et al. (2014) studied organisational politics and employee engagement. The study found that when there is high supervisor political support, employees are able to survive and cope with this situation more effectively. It argued and concluded that in the presence of politics, work engagement is at a favourable level. Using this empirical evidence, researchers have developed a null hypothesis that organisational politics is not related to work engagement and an alternative hypothesis that organisational politics is related to work engagement.

Relationship between work engagement and employee performance

Few research studies have been conducted in the areas of work engagement and employee performance. Hobfoll et al. (2018) found that engaged employees have a sense of energetic and affective connection with their work activities. Another study carried out by Amoako-Asiedu and Obuobisa-Darko (2017) stated that engagement allows people to simultaneously express their preferred selves and completely satisfy their role requirements and found that engaged employees positively affect the performance of the individual and the organisation as a whole. Ismail, Iqbal and Nasr (2019) studied engaged and disengaged employees. Highly engaged employees exhibit a passion for their work, understand the significance of their job, and demonstrate loyalty to their organisations, as compared to disengaged employees. Ismail, Iqbal and Nasr (2019) found that employee engagement had a significant impact on employee performance. Similar findings have been proposed by researchers such as Ali, Sabir and Mehreen (2019) and Macey and Schneider (2008). These arguments have developed a null hypothesis, as work engagement is not related to employee performance, and an alternative hypothesis, as work engagement is related to employee performance.

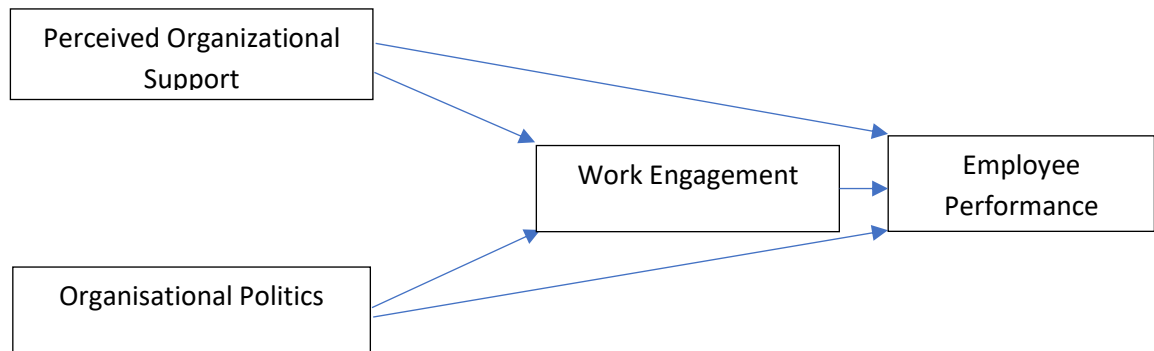
Theoretical Review

Following the empirical review, researcher reviews theoretical review which is denoted in this section. This study is based on one major theory termed as organisational support theory abbreviated as OST. Eisenberger, Malone and Presson (2016) put forward this

theory. Organisational support theory explains how perceived organisational support develops and yields positive consequences for employees and organisations. Abdulrab et al. (2018) stated that according to organisation support theory, if employees perceive more support from the organisation, they are likely to develop more positive attitudes towards organisation. Javed and Tariq (2015) stated that perceived organisational support stems from the organisational support theory. This study has two independent variables such as perceived organisational support and organisational politics.

Conceptual Model

Conceptual study of this study is presented in Figure 1. This demonstrates the relationship between variables such as perceived organisational support, organisational politics, work engagement and employee performance.



(Source: Compiled by Authors)

Operationalization of variables and items

Perceived organisational support is composed of nine items such as support services from subordinates, tools & finance; supervisor/ superior support; job value recognition; employee recognition; care of patient and employee; employee respect; management

support; career support and care of employee interest (Source: Eisenberger *et al.* 1986; Dawley, Andrews and Bucklew 2008; Afzali, Motahari and Hatami-shirkouhi 2014).

Co-worker support includes twelve items such as mutual tolerance; sympathy; mutual care; mutual appreciation; interpersonal support for talk; intra-conflict resolution; mutual understanding; coworker/ peer support for problem solution; group acceptance; work-sharing; coworker/ peer support in difficult situations and interpersonal support for ideas/ advice (Source: Spooner-Lane 2004; Singh, Selvarajan and Solansky 2019; Zhou and George 2001; Rousseau *et al.* 2009; Ducharme and Martin 2000; Parris 2002).

Organisational politics consists of fifteen items such as negativism; bias; prejudice; groupism for ordinary gossiping; primary gossiping; rumour gossiping; disrespecting experienced workers; hidden agenda; partiality for damaging credibility; redtape; favourism; mystery stakeholders; bias; nepotism; partiality for resources (Source: Landells and Albrecht 2019; Elbanna 2016; Gandz and Murray 1980; Khushk, Zengtian and Aman 2021; Kacmar and Baron 1999).

Work Engagement is composed of nine items such as physical work presence of energy, physical work presence of strength & activeness, emotional work presence of liking, emotional work presence of enthusiasm, physical work presence of motivation, cognitive work presence, emotional work presence, dedication and commitment (Source: Rurkkhum and Bartlett 2012; Shuck, Reio and Rocco 2011; Markos and Sridevi 2010).

Employee performance is composed of eighteen items such as timeliness for organization; timeliness for preparation; duties done; record keeping; availability; task performance; punctuality; competence for difficult task; competence for current job knowledge; current professional abilities; responsiveness for issues; challenges; teamwork; critical care for unimportant matters; critical care for already difficult situations; reliable service; interpersonal communication; collaboration (Koopmans et al. 2014; Ramawickrama, Opatha and PushpaKumari 2017; Opatha 2002; Borman and Motowidlo 1997).

METHODOLOGY AND RESEARCH DESIGN

This study primarily employs a causal research design. Causal research design is a quantitative phase of the research. Causal research design is employed to investigate the relationship between variables and test hypotheses. In this study, five sets of hypotheses were tested, such as (1) There is a relationship between perceived organisational support and employee performance; (2) There is a relationship between perceived organisational support and work engagement; (3) There is a relationship between work engagement and employee performance; (4) There is a relationship between organisational politics and employee performance; (5) There is a relationship between organisational politics and work engagement. The Population of this study includes all nurses in these Teaching and General Hospitals in the Northern and Eastern Provinces of Sri Lanka. In Sri Lanka, there are nine provinces, but this study has considered only two provinces, namely Northern and Eastern Provinces. Selecting the respondents (nursing officers) of all nine provinces in Sri Lanka will be time consuming. Island-wide data collection from these nine provinces would be difficult due to the fact that unfamiliarity of respondents, i.e. hospital nurses.

Since researcher is familiar with Northern and Eastern Provinces data have been collected from these two provinces. Population size of this study is 3823 nurses that constitute (1622) from hospitals in Northern Province and those in Eastern Province (2201). According to the formula given by Malhotra (2010), the sample size for this study was calculated. Usable sample size is 787 that is composed of 331 nurses from hospitals in Northern Province and 456 from those in Eastern Province. Researcher used a stratified random sampling technique for data collecting purpose. This study applied a well-structured questionnaire that was sent in person with the support of data collectors. Data were collected from the sample respondents of 787. This study was a cross-sectional survey approach. In order to collect data, the researcher engaged during the period from 2022 to 2024. The study applied both SPSS for descriptive data analysis and Smart PLS 4.1 for the purposes of data analysis. This study graphically presented both the direct reflective measurement model and the structural model (SEM) as depicted in Figure 1 and Figure 2. Both models are direct models that explain the direct relationships among two independent variables, such as perceived organisational support and organisational politics and the dependent variable, employee performance for knowing the influence of perceived organisational support and organisational politics on employee performance of nursing officers in Sri Lankan hospitals.

DATA ANALYSIS, RESULTS AND DISCUSSION

Data analysis is based on the assessment of reflective, “mediating”, and structural measurement models.

ASSESSMENT OF THE REFLECTIVE MEDIATING MEASUREMENT MODEL

To assess the reflective mediating measurement model, measures of reliability and validity are tested using indicators of reliability and validity, including indicator reliability, internal consistency checks, convergent validity, and divergent validity.

Indicator Reliability

Item loadings check indicator reliability. Each item must have an item loading value greater than 0.7. An item that has a loading value below 0.7 is removed from the analysis. Checking of item loading ensures indicator reliability. Outerloading values of all items of independent variables, such as perceived organisational politics, organisational politics, dependent variables, employee performance, and work engagement, are greater than 0.7. Table 1 tabulates outer loadings of all items of independent variables, such as perceived organisational politics, organisational support, and co-worker, dependent variable, employee performance, and mediatory variable, work engagement.

Table 1: Outerloadings

Variable	Items	Outerloadings
Work engagement	EEA1, EEA2, EEA3, EED1, EEV1, EEV2, EEV3	0.794, 0.856, 0.860, 0.820, 0.833, 0.795, 0.730
Employee performance	EPCPB1, EPCPB2, EPCPB3, EPOP1, EPOP2, EPOP3, EPOP4, EPOP5, EPOP6, EPTP1, EPTP3	0.829, 0.876, 0.843, 0.824, 0.864, 0.817, 0.841, 0.829, 0.858, 0.736, 0.804
Organisational politics	POPC1, POPC2, POPC3, POPREL1, POPREL2, POPREP1, POPREP3	0.892, 0.883, 0.858, 0.834, 0.865, 0.782, 0.870
Perceived organisational support	POS1, POS2, POS3, POS4, POS5, POS6, POS7, POS8	0.822, 0.855, 0.793, 0.812, 0.839, 0.876, 0.872, 0.848

Internal consistency, reliability, and Convergent validity

Internal consistency reliability is checked using either of the two measures, such as Composite reliability (Rho_a) and Cronbach's Alpha. Composite reliability value (rho_a) values of all items of independent variables, such as perceived organisational support, organisational politics, dependent variable, i.e. employee performance and mediatory variable, i.e. work engagement, are above 0.7. Cronbach's Alpha values of all items of independent variables, such as perceived organisational support, organisational politics, dependent variable, i.e. employee performance and mediatory variable, i.e. work engagement, are greater than 0.7. Values of Composite reliability (Rho_a) & Cronbach

Alpha are tabulated in Table 2. Average Variance Extracted checks convergent validity abbreviated as AVE that is greater than 0.5. Average Variance Extracted values of independent variables, such as perceived organisational support, organisational politics, dependent variable, i.e. employee performance and mediating variable, i.e. work engagement, are above 0.5. Values of Convergent validity - Average Variance Extracted are tabulated in Table 2.

Table 2: Construct reliability and validity, and Convergent validity

	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
EE	0.915	0.923	0.662
EP	0.955	0.956	0.689
POP	0.939	0.941	0.732
POS	0.940	0.941	0.706

Divergent validity

Divergent validity is checked by a measure of the heterotrait-monotrait ratio, abbreviated as HTMT. HTMT value should be less than 0.85. HTMT values of independent variables such as perceived organisational support, organisational politics, dependent variable, i.e. employee performance and mediatory variable, work engagement, are below 0.85. Values of Divergent validity – HTMT are tabulated in Table 3.

Table 3: Divergent Validity

	EE	EP	POP	POS
EE				
EP	0.440			
POP	0.361	0.393		
POS	0.392	0.686	0.385	

ASSESSMENT OF THE REFLECTIVE MEDIATING STRUCTURAL MODEL

To assess the reflective structural model, three measures are used in this study: path coefficient checking for significance with t- and p-values, quality criteria's explanatory power (R-squared), and predictive power (Q2).

Path Coefficient and Hypotheses Testing

Path coefficient is one of the measures of a structural model. There are different paths in this mediating model. t- and p-values for perceived organisational support, organisational politics, employee performance, and work engagement, along with the path coefficient, are tabulated in Table 4.

Table 4: Path coefficient checking: t and p values for perceived organisational support, organisational politics, employee performance and work engagement

Table 4: Path Co-efficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
EE -> EP	0.106	0.106	0.027	3.997	0.000
POP - > EE	0.102	0.100	0.054	1.889	0.059
POP - > EP	0.062	0.064	0.027	2.324	0.020
POS - > EE	0.232	0.234	0.048	4.796	0.000
POS - > EP	0.760	0.759	0.023	32.919	0.000

The path between perceived organisational support and employee performance is significant ($p < 0.05$) with a t value of 32.919. The significance of the path refers to the null hypothesis being rejected and the alternative hypothesis being accepted. Accepting the alternative hypothesis refers to the perceived organisational support being related to employee performance. The path between perceived organisational support and work

engagement is significant ($p < 0.000$) with a t value of 4.796. The significance of the path refers to the null hypothesis being rejected and the alternative hypothesis being accepted. Accepting the alternative hypothesis refers to the perceived organisational support being related to work engagement. The path between work engagement and employee performance is significant ($p < 0.000$), with a t -value of 3.997. The significance of the path refers to the null hypothesis being rejected and the alternative hypothesis being accepted. Accepting the alternative hypothesis refers to the notion that work engagement is related to employee performance. Since all three paths are significant, there is partial mediation between perceived organisational support and employee performance. In other words, work engagement partially mediates the relationship between perceived organisational support and employee performance. The findings of this study can be supported by previous research works carried out by Malik & Ishrat (2024), Ariarni & Afrianty (2017), and Rubel & Kee (2013), who found that employee engagement mediates the link between perceived organisational support and employee performance.

The path between organisational politics and employee performance is significant ($p < 0.05$) with a t value of 2.324. The significance of the path refers to the rejection of the null hypothesis and the acceptance of the alternative hypothesis. Accepting the alternative hypothesis refers to the organisational politics being related to employee performance. The path between organisational politics and work engagement is significant ($p < 0.059$), with a t -value of 1.889 at a 5.9% significance level. The significance of the path refers to the rejection of the null hypothesis and the acceptance of the alternative hypothesis. Accepting the alternative hypothesis refers to the organisational politics being related to work

engagement. The path between work engagement and employee performance is also significant ($p < 0.000$) with the t value of 3.997. The significance of the path indicates that the null hypothesis is rejected and the alternative hypothesis is accepted. Accepting the alternative hypothesis refers to the notion that work engagement is related to employee performance. If all three paths are significant there is partial mediation between organisational politics and employee performance. In other words, work engagement partially mediates between organisational politics and employee performance. Findings of this study tally with previous research findings of Kim, Han and Park 2019; Eldor (2016); Priyadarshinia and Sripirabaab (2019), who found work engagement mediates between organisational politics and employee performance.

Quality criteria: Explanatory power of R-squared

Quality criteria are another measure of the structural model. Quality criteria utilise the explanatory power of R-squared. The mediatory model includes two independent variables: perceived organisational support and organisational politics, as well as the dependent variable, i.e., employee performance, along with the mediating variable, i.e., work engagement. The quality criteria of the model are explained by the R-squared value. The value of R-squared for work engagement is 0.190, which indicates that two independent variables, perceived organisational support and organisational politics, explain around 20% of the variation in work engagement. Similarly, the R-squared value for employee performance is 0.694. Work engagement accounts for approximately 69% of the variation in the dependent variable, employee performance, as illustrated in Figure 1.

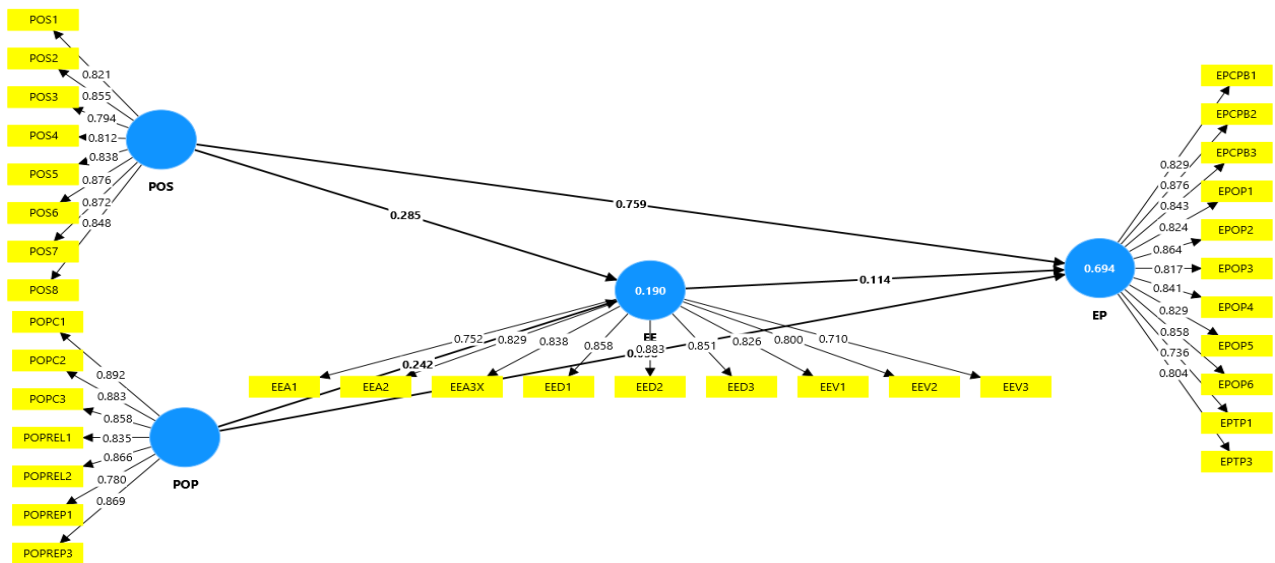


Figure 1: Values of quality criteria: R-squared of work engagement and employee performance

Please predict

Pls predict is another measure of the structural model. Pls predict using Q2 as tabulated in Table 5.

Table 5: Values of Pls predict: Q2 predict

Variable		Q ² predict
Work engagement	EEA1, EEA2, EEA3, EED1, EEV1, EEV2, EEV3	0.135, 0.119, 0.204, 0.163, 0.086, 0.120, 0.077

Employee performance	EPCPB1, EPCPB2, EPCPB3, EPOP1, EPOP2, EPOP3, EPOP4, EPOP5, EPOP6, EPTP1, EPTP3	0.524, 0.489, 0.453, 0.513, 0.448, 0.538, 0.493, 0.497, 0.317, 0.428
----------------------	---	--

CONCLUSION

This study's first sub-research objective was to investigate whether work engagement mediates the relationship between perceived organisational support and employee performance. Results of the analysis revealed that all three paths (perceived organisational support & employee performance; perceived organisational support & work engagement; work engagement & employee performance) are significant, indicating partial mediation between perceived organisational support and employee performance. The finding is consistent with previous studies that perceived organisational support positively affects job performance (Hasan *et al.* 2023; Sabir *et al.* 2022; Li *et al.* 2022; Wójcik-Karpacz, Karpacz and Ingram 2019; Wen *et al.* 2023). Similarly, the second sub-objective was to investigate whether work engagement mediates the relationship between organisational politics and employee performance. According to the analysis results, if all three paths (organisational politics & employee performance, organisational politics & work engagement, and work engagement & employee performance) are significant, there is partial mediation between organisational politics and employee performance. The finding is consistent with previous studies that a significant correlation exists between organisational politics and individual work performance (Abun *et al.* 2022; Movahedi *et al.* 2020). This study finding in line with the previous studies (Chukwuma and Agbaeze 2019; Eldor 2016; Muiruri 2023) This study achieved its main research objective of investigating whether work engagement

mediates the relationship between perceived organisational support, organisational politics and employee performance. It can be concluded that work engagement partially mediates between (i) perceived organizational support and employee performance; (ii) organisational politics and employee performance.

Practical and Theoretical Contribution

Health sector can identify the extent to which, and how organisational support contributes to enhance employee performance. Policy makers in the health sector can pay their attention on perceived organisational support and organisational politics to enhance the performance of nursing officers in Eastern and Northern Provinces. This study contributes to organisational support theory that argues for two important matters. The first one is that perceived organisational support contributes to employee performance. The second one is that it strengthens the relationship between employees and the organisation. Findings of this study have also supported to enhance employee performance and to improve the relationship between nurses and hospitals. Our conceptual model is also based on perceived organisational support and organisational politics and employee performance. Organisational support theory considered perceived organisational support and employee performance. The conceptual model of this study also consists of perceived organisational support as one variable. Thus, this study contributes to organisational support theory.

MANAGERIAL AND POLICY IMPLICATIONS

Study suggests that conceptual framework developed in this study can be used as a strategy for enhancing employee performance of nurses in government hospitals in Sri Lanka. Employee performance can be enhanced by focusing on perceived organisational support and organisational politics in government hospitals in Sri Lanka. The findings of this study would only be applicable to the nurses of Sri Lankan hospitals. The government and policymakers need to pay attention to perceived organisational support and organisational politics to influence both work engagement and employee performance. Work engagement plays the role of partial mediation between (a) perceived organisational support and employee performance, (b) organisational politics and employee performance. Both perceived organisational support and organisational politics can be utilised as direct methods for improving employee performance. At the same time, work engagement plays as a mediator between perceived organisational support, organisational politics and employee performance. Policy makers in the Government Health Sector need to pay close attention to employee engagement to enhance employee performance.

LIMITATION OF THE STUDY AND FURTHER RESEARCH

This study is based on nurses from Government hospitals in the Eastern and Northern Provinces, with a limited sample size. This study can be extended island-wide to cover all nurses at Government Hospitals. Researcher allows other researchers to address these shortcomings and conduct research in other parts of Sri Lanka.

ACKNOWLEDGEMENT

This study is my PhD work. I give my sincere thanks to my supervisor, Prof. J. Robinson, Professor in Human Resource Management, Faculty of Management Studies and Commerce, University of Jaffna, Sri Lanka and my co-supervisor, Prof. S. Gunapalan, Professor in Management, Department of Management, Faculty of Management and Commerce, Southeastern University of Sri Lanka. This study has not been sponsored by any Institution. I have acknowledged all the citations to the best of my knowledge.

REFERENCES

- Abdulrab, M., Abdul-Rahim Zumrah, A.Q., Al-tahitah, A. N., Isaac, O. and Ameen, A. (2018). ‘The Role of Psychological Empowerment as a Mediating Variable between Perceived Organizational Support and Organizational Citizenship Behaviour in Malaysian Higher Education Institutions’, *International Journal of Management and Human Science (IJMHS)*, 2(3), pp. 1–14.
- Abed, F. and Elewa, A.H. (2016). ‘The Relationship between Organizational Support, Work Engagement, and Organizational Citizenship Behavior as Perceived by Staff Nurses at Different Hospitals’, *Journal of Nursing and Health Science*, 5(4), pp. 113–123.
Available at: <https://doi.org/10.9790/1959-050405113123>.
- Abun, D. R. Macaspac, L. G., Magallanes, T., C. Catbagan, N. and Mansueto, J. M. (2022). ‘The effect of organizational politics on the individual work performance’, *International Journal of Research in Business and Social Science* (2147- 4478), 11(2), pp. 157–171.
Available at: <https://doi.org/10.20525/ijrbs.v11i2.1643>.

- Afzali, A., Motahari, A.A. and Hatami-shirkouhi, L. (2014). 'Investigating the Influence of Perceived Organizational Support , Psychological Empowerment and Organizational Learning on Job Performance : an Empirical Investigation', *Tehnički vjesnik* 21, 3 , 623-629, 21(3), pp. 623–629.
- Ali, Z., Sabir, S. and Mehreen, A. (2019). 'Predicting engagement and performance through firm's internal factors: Evidence from textile sector', *Journal of Advances in Management Research*, 16(5), pp. 763–780. Available at: <https://doi.org/10.1108/JAMR-11-2018-0098>.
- Amoako-Asiedu, E. and Obuobisa-Darko, T. (2017). 'Leadership, Employee Engagement and Employee Performance in the Public Sector of Ghana', *Journal of Business and Management Sciences*, 5(2), pp. 27–34. Available at: <https://doi.org/10.12691/jbms-5-2-1>.
- Ariarni, N. and Afrianty, T.W. (2017). 'Pengaruh Perceived Organizational Support Terhadap Kinerja Karyawan Dengan Employee Engagement Sebagai Variabel Intervening (Studi pada Karyawan PT. Pos Indonesia Kota Madiun)', *Jurnal Administrasi Bisnis (JAB)*|Vol, 50(4), pp. 169–177. Available at: <https://media.neliti.com/media/publications/188279-ID-pengaruh-perceived-organizational-suppor.pdf>.
- Bagyo, Y. (2018). 'the Effect of Organizational Citizenship Behavior and Counterproductive Behavior on Employee Performance With Employee Engagement As an Intervening Variable in Bpr', *Journal of Business and Mangement*, 20(2), pp. 83–89. Available at: <https://doi.org/DOI: 10.9790/487X-2002048389>.

- Bas, M. and Çınar, O. (2021). 'The mediating role of work engagement in the relationship between perceived organizational support and turnover intention – with an application to healthcare employees in Erzincan province of Turkey', *Ekonomski vjesnik*, 34(2), pp. 291–306. Available at: <https://doi.org/10.51680/ev.34.2.4>.
- Bernardin, H.J. and Russell, J.E.A. (1998). *Human Resource Management : An Experiential Approach*.
- Bodla, M., Afza, T. and Danish, R. (2014). 'Relationship between organizational politics perceptions and employees' performance: Mediating role of social exchange perceptions', *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 8(2), pp. 426–444.
- Borman, W.C. and Motowidlo, S.J. (1997). 'Task Performance and Contextual Performance: The Meaning for Personnel Selection Research', *Human Performance*, 10(2), pp. 99–109.
- Byrne, Z., Pitts, V., Chiaburu, D. and Steiner, Z. (2011). 'Managerial trustworthiness and social exchange with the organization', *Journal of Managerial Psychology*, 26(2), pp. 108–122. Available at: <https://doi.org/10.1108/02683941111102155>.
- Cacciattolo, K. (2015). 'Organisational Politics: the Positive & Negative Sides', *European Scientific Journal*, 11(1), pp. 1857–7881.
- Chen, T., Hao, S., Ding, K., Feng, X., Li, G. and Liang, X. (2020). 'The impact of organizational support on employee performance', *Employee Relations*, 42(1), pp. 166–179. Available at: <https://doi.org/10.1108/ER-01-2019-0079>.

- Chukwuma, I.O. and Agbaeze, E.K. (2019). 'Effect of Organisational Politics on Employee Engagement', *International Journal of Mechanical Engineering and Technology (IJMET)*, 10(5), pp. 333–344. Available at:
<http://www.iaeme.com/IJMET/index.asp333http://www.iaeme.com/ijmet/issues.asp?JType=IJMET&VType=10&IType=5http://www.iaeme.com/IJMET/issues.asp?JType=IJMET&VType=10&IType=5>.
- Dawley, D.D., Andrews, M.C. and Bucklew, N.S. (2008). 'Mentoring, supervisor support, and perceived organizational support: What matters most?', *Leadership and Organization Development Journal*, 29(3), pp. 235–247. Available at:
<https://doi.org/10.1108/01437730810861290>.
- Dayananda, K.H.M.K. and Samarakoon, S.M.A.K. (2019). 'Work Life Balance and Commitment of Government Hospital Nurses', *Kelaniya Journal of Human Resource Management*, 14(2), p. 46. Available at: <https://doi.org/10.4038/kjhrm.v14i2.69>.
- Ducharme, L. and Martin, J.K. (2000). 'Unrewarding work, coworker support, and job satisfaction: A test of the buffering hypothesis', *Work and Occupations*, 27(2), pp. 223–243. Available at: <https://doi.org/10.1177/0730888400027002005>.
- Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986). 'Perceived Organizational Support', *Journal of Applied Psychology*, 71(3), pp. 500–507.
- Eisenberger, R., Malone, G.P. and Presson, W.D. (2016). 'Optimizing Perceived Organizational Support to Enhance Employee Engagement', *Society for Human Resource Management and Society for Industrial and Organizational Psychology*, pp. 1–22. Available at: <http://www.siop.org/SIOP-SHRM/SHRM-SIOP POS.pdf>.

- Elbanna, S. (2016). 'Managers' autonomy, strategic control, organizational politics and strategic planning effectiveness: An empirical investigation into missing links in the hotel sector', *Tourism Management*, 52, pp. 210–220. Available at: <https://doi.org/10.1016/j.tourman.2015.06.025>.
- Eldor, L. (2016). 'Looking on the Bright Side: The Positive Role of Organisational Politics in the Relationship between Employee Engagement and Performance at Work', *Applied Psychology*, 66(2), pp. 233–259. Available at: <https://doi.org/10.1111/apps.12090>.
- Ferris, G.R. and Kacmar, K.M. (1992). 'Perception of Organisational Politics', *Journal of Management*, 18(1), pp. 93–116.
- Fikri, R., Wahyu, A., Naiem, F. and Muis, M. (2024). 'Factors Affecting Nurse Performance at Ibnu Sina Hospital Makassar', *International Archives of Public Health and Community Medicine*, Vol.08(01), pp. 1–7. Available at: <https://doi.org/10.23937/2643-4512/1710096>.
- Folger, R., Konovsky, M. a and Cropanzano, R. (1992). A Due Process Metaphor for Performance Appraisal, *Research in Organizational Behaviour*.
- Gandz, J. and Murray, V. V. (1980). 'The Experience of Workplace Politics.', *Academy of Management Journal*, 23(2), pp. 237–251. Available at: <https://doi.org/10.2307/255429>.
- Govindaraj, R., Navaratne, K., Cavagnero, E. and Seshadri, S. R. (2014). Health Care in Sri Lanka : What Can the Private Health Sector Offer ? HNP Discussion Paper, June 2014, 1–66. <http://documents.worldbank.org/curated/en/423511468307190661/Health-care-in-Sri-Lanka-what-can-the-private-health-sector-offer>.

- Hasan, N., Waseem, M. A., Sarfraz, M. and Wajid, N. (2023). 'Perceived Organizational Support and Reduced Job Performance During COVID-19', *Inquiry (United States)*, 60. Available at: <https://doi.org/10.1177/00469580231160908>.
- Hermawan, H., Thamrin, H.M. and Susilo, P. (2020). 'Organizational Citizenship Behavior and Performance: The Role of Employee Engagement', *Journal of Asian Finance, Economics and Business*, 7(12), pp. 1089–1097. Available at: <https://doi.org/10.13106/JAFEB.2020.VOL7.NO12.1089>.
- Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). 'Conservation of resources in the organizational context: The reality of resources and their consequences', *Annual Review of Organizational Psychology and Organizational Behavior*, 5, pp. 103–128. Available at: <https://doi.org/10.1146/annurev-orgpsych-032117-104640>.
- Hussain, T. and Asif, S. (2012). 'Is employee's turnover intention driven by organizational commitment and perceived organizational support?', *Journal of Quality and Technology Management*, VIII(II), pp. 1–10.
- Ismail, H.N., Iqbal, A. and Nasr, L. (2019). 'Employee engagement and job performance in Lebanon: the mediating role of creativity', *International Journal of Productivity and Performance Management*, 68(3), pp. 506–523. Available at: <https://doi.org/10.1108/IJPPM-02-2018-0052>.
- James, R. (2021). 'I'll manage myself: the moderator effect of positive framing on the relationship between organizational politics and engagement', *South Asian Journal of Business Studies [Preprint]*, (February). Available at: <https://doi.org/10.1108/SAJBS-05-2020-0153>.

Javed, Z. and Tariq, S. (2015). 'Perceived Organizational Justice', *Market Forces*, X(1).

Kacmar, K. M., Bozeman, D. P., Carlson, D. S. and Anthony, W. P. (1999). 'An examination of the perceptions of organizational politics model: Replication and extension', *Human Relations*, 52(3), pp. 383–416. Available at: <https://doi.org/10.1177/001872679905200305>.

Kacmar, K.M. and Baron, R.A. (1999). 'Organizational politics : The state of the field, links to related processes , and an agenda for future research.', *Research in Personnel and Human Resources Management*, 17(August), pp. 1–39.

Kane-Frieder, R. E., Hochwarter, W. A., Hampton, H. L. and Ferris, G. R. (2014). 'Supervisor political support as a buffer to subordinates' reactions to politics perceptions: A three-sample investigation', *Career Development International*, 19(1), pp. 27–48. Available at: <https://doi.org/10.1108/CDI-09-2013-0113>.

Karatepe, O. and Aga, M. (2016). 'The effects of organization mission fulfillment and perceived organizational support on job performance: the mediating role of work engagement industry', *International Journal of Bank Marketing*, 34(3), pp. 119–132. Available at: <https://doi.org/10.1080/15332845.2016.1084852>.

Khushk, A.A., Zengtian, Z. and Aman, N. (2021). 'Game of Organizational Politics Leading to Turnover Intention', *Journal of Advanced Research in Economics and Administrative Sciences*, 2(2), pp. 35–49. Available at: <https://doi.org/10.47631/jareas.v2i2.223>.

Kim, W., Han, S.J. and Park, J. (2019). 'Is the role of work engagement essential to employee performance or “nice to have”?', *Sustainability (Switzerland)*, 11(4), pp. 1–16. Available at: <https://doi.org/10.3390/su11041050>.

- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., De Vet, H. C. W. and Van Der Beek, A. J. (2014). 'Construct validity of the individual work performance questionnaire', *Journal of Occupational and Environmental Medicine*, 56(3), pp. 331–337. Available at: <https://doi.org/10.1097/JOM.000000000000113>.
- Landells, E.M. and Albrecht, S.L. (2019). 'Perceived organizational politics, engagement, and stress: The mediating influence of meaningful work', *Frontiers in Psychology*, 10(JULY). Available at: <https://doi.org/10.3389/fpsyg.2019.01612>.
- Li, M., Jameel, A., Ma, Z., Sun, H., Hussain, A. and Mubeen, S. (2022). 'Prism of Employee Performance Through the Means of Internal Support: A Study of Perceived Organizational Support', *Psychology Research and Behavior Management*, 15, pp. 965–976. Available at: <https://doi.org/10.2147/PRBM.S346697>.
- Liu, Y. (2011). 'Perceived organizational support and expatriate organizational citizenship behavior', *Personnel Review*, 38(3), pp. 307–319. Available at: <https://doi.org/10.1108/00483480910943359>.
- Macey, W.H. and Schneider, B. (2008). 'The Meaning of Employee Engagement', *Industrial and Organizational Psychology*, 1(1), pp. 3–30. Available at: <https://doi.org/10.1111/j.1754-9434.2007.0002.x>.
- Malik, S. and Ishrat, R. (2024). 'Mediating Role of Employee Engagement Between Perceived Organizational Support and Job Performance', *International Journal of Business and Management Sciences*, 05(03), pp. 22–31.

- Markos, S. and Sridevi, M.S. (2010). 'Employee Engagement: The Key to Improving Performance', *International Journal of Management*, 5(12), pp. 89–96. Available at: <https://doi.org/10.34218/IJM.11.4.2020.013>.
- Mathumbu, D. and Dodd, N. (2013). 'Perceived Organisational Support, Work Engagement and Organisational Citizenship Behaviour of Nurses at Victoria Hospital', *Journal of Psychology*, 4(2), pp. 87–93. Available at: <https://doi.org/10.1080/09764224.2013.11885497>.
- Movahedi, A., Bidkhor, M., Arazi, T., Khaleghipour, M. and Amini, F. (2020). 'The Relationship between Positive Perceptions Toward Organizational Politics and the Work-Related Outcomes of Nurses', *Journal of Nursing Research*, 28(4), pp. 1–7. Available at: <https://doi.org/10.1097/jnr.0000000000000381>.
- Muiruri, Z. K. (2023). Organizational Politics and Employees Performance: A Theoretical Review. *Open Journal of Business and Management*, 11(04), 1387–1401. <https://doi.org/10.4236/ojbm.2023.114076>
- Opatha, H.H.D.N.P. (2002), *Performance Evaluation of Human Resources*, 1st ed, Colombo, Sri Lanka: The Author Publication.
- Parris, M. (2002). 'Work teams: perceptions of a ready-made support system?.', in in *AEPP 2002 Conference Proceedings*, [AEPP], [New York, N.Y.], pp. 90–96.
- Priyadarshinia, M. and Sripirabaab, B. (2019). 'The Mediating Role of Work Engagement between Organizational Politics and Organizational Commitment', *International*

Academic Journal of Business Management, 06(01), pp. 214–224. Available at:
<https://doi.org/10.9756/iajbm/v6i1/1910023>.

Ramawickrama, J., Opatha, H.H.D.N.P. and PushpaKumari, M.D. (2017). ‘A Synthesis towards the Construct of Job Performance’, *International Business Research*, 10(10), p. 66. Available at: <https://doi.org/10.5539/ibr.v10n10p66>.

Rousseau, V., Salek, S., Aubé, C. and Morin, E. M. (2009). ‘Distributive Justice, Procedural Justice, and Psychological Distress: The Moderating Effect of Coworker Support and Work Autonomy’, *Journal of Occupational Health Psychology*, 14(3), pp. 305–317. Available at: <https://doi.org/10.1037/a0015747>.

Rubel, M.R.B. and Kee, D.M.H. (2013). ‘Perceived support and employee performance: The mediating role of employee engagement’, *Life Science Journal*, 10(4), pp. 2557–2567.

Rurkkhum, S. and Bartlett, K.R. (2012). ‘The relationship between employee engagement and organizational citizenship behaviour in Thailand’, *Human Resource Development International*, 15(2), pp. 157–174. Available at:
<https://doi.org/10.1080/13678868.2012.664693>.

Sabir, I., Ali, I., Majid, M. B., Sabir, N., Mehmood, H., Rehman, A. U. and Nawaz, F. (2022). ‘Impact of perceived organizational support on employee performance in IT firms – a comparison among Pakistan and Saudi Arabia’, *International Journal of Organizational Analysis*, 30(3), pp. 795–815. Available at: <https://doi.org/10.1108/IJOA-10-2019-1914>.

- Shuck, B., Reio, T.G. and Rocco, T.S. (2011). 'Employee engagement: An examination of antecedent and outcome variables', *Human Resource Development International*, 14(4), pp. 427–445. Available at: <https://doi.org/10.1080/13678868.2011.601587>.
- Singh, B., Selvarajan, T.T. and Solansky, S.T. (2019). 'Coworker influence on employee performance: a conservation of resources perspective', *Journal of Managerial Psychology*, 34(8), pp. 587–600. Available at: <https://doi.org/10.1108/JMP-09-2018-0392>.
- Spooner-Lane, R. (2004). The influence of work stress and work support on burnout in public hospitals nurses.
- Stewart, G.L. and Brown, K.G. (2011). *Human resource management : linking strategy to practice*.
- Vigoda, E. (2000). 'Organizational Politics, Job Attitudes, and Work Outcomes: Exploration and Implications for the Public Sector', *Journal of Vocational Behavior*, 57(3), pp. 326–347. Available at: <https://doi.org/10.1006/jvbe.1999.1742>.
- Wen, L. K., Salleh, A. L., Rahman, A. A. and Musaddad, H. A. (2023). 'The Mediating Effect of Work Engagement on the Relationship between Perceived Organizational Support and Job Performance', *Contributions to Management Science, Part F1060*(July), pp. 789–799. Available at: https://doi.org/10.1007/978-3-031-27296-7_71.
- Wójcik-Karpacz, A., Karpacz, J. and Ingram, M. (2019). 'Perceived Organisational Support and Employee Performance – the Example of a Polish IT Enterprise', *Zeszyty Naukowe Uniwersytetu Ekonomicznego w Krakowie*, 5(5(983)), pp. 57–70. Available at: <https://doi.org/10.15678/znuek.2019.0983.0504>.

Zhou, J. and George, J.M. (2001). 'When Job Dissatisfaction Leads to Creativity: Encouraging the Expression of Voice', *Academy of Management Journal*, 44(4), pp. 682–696. Available at: <https://doi.org/10.5465/3069410>.