Organizational Politics, Employee Engagement and Job Satisfaction among Mobi Clinic

Employees.

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Declaration

I Wamalwa Sharon hereby declare to the best of my knowledge that this work is original and genuinely mine and has never been submitted to any tertiary institution or university for any academic award, where information has been used , it has been acknowledged

Signed...   Date...11|Nov|2022............

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Approval

I hereby certify that this dissertation by Wamalwa Sharon has been prepared under my supervision and it meets the minimum requirements for examination.

Signature......................................   Date...11.11.22...............................

Dr. Simon Nantamu (Supervisor)

Acknowledgment

First and foremost, I thank the Almighty God who has always given me wisdom and strength through this dissertation. My warm appreciation goes to the family for the support and love.

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Abstract

The study aimed finding out the relationship between organizational politics, employee engagement and job satisfaction among employees of Mobi clinic. The study adopted a quantitative study design which was correlation in nature with a population of 80 employees. Simple random sampling technique was used to draw a sample of 66 respondents from the population. Data was collected from respondents using self-administered standard questionnaire and entered in the computer for analysis through Statistical Package for Social Science (SPSS) software version 23. Descriptive statistics showed that (65.2 %) of the respondents were female and (34.8%) were male, majority were between 18-29 years (45.5%). Results from Pearson product-moment correlation coefficient (r) further indicated that there was no relationship between organizational politics and employee engagement, (r= .155, p=.213), as well as organizational politics and job satisfaction (r=.230, p=.063). However there was a significant positive relationship between employee engagement and job satisfaction (r= .354[**], p=.004). Therefore, the present study provides a basis and implications for further investigation on relationship between organizational politics, employee engagement and job satisfaction among employees in different clinics in Kampala. It was recommended that administration of Mobi clinic to needs to ensure that organizational politics is well handled in order to promote employment engagement, hence enhancing their job satisfaction at work.

Chapter One
Introduction

Background

Organizational politics is defined by many scholars as behavior in human interaction, power and authority which are deemed to benefit organization or an individual, it has also been reason as interaction in human that is "self-centered, contradictory to objectives of an organization, and intentionally causes harm to individuals, groups or entities" (Hochwarter &Thompson, 2010). Organizational politics influence organizational processes that later on affect organizational performance. Employees are humans, who over time have gained experience, skills, competencies, and peculiarities that make them dynamic within and outside their work environment; the consistent expression of employees accrued experience, skill, competence, and peculiarities via strategic communication, for example political activities aimed at achieving desired objectives in the workplace have given rise to the emergence of organizational politics (Drory & Vigoda-Gadot, 2010). Furthermore, employees possess dimensions of engagement for example behavioral, social, cognitive, which has significant implication to the sustainable posterity of any organization (Rich, Lepine & Crawford, 2010). Therefore, we can conclude that organizational politics play a great role in influencing employee engagement and job satisfaction among employees in different organizations. Sobia Ali & Yasir Aftab Farooqi (2014), emphasize that employee engagement is strongly related to job satisfaction.

The involvement, perception and response to dimensions of organizational politics for instance impression management, creating obligation, and forming coalition) among employee have been observed to make organizational objectives (Fedor, Maslyn, Farmer, & Bettenhausen, 2008). Hence, organizational politics often connotes a social influence process, for example controlling information, impression management, creating obligation) that benefits

organizational goals or an employee serving effect that contradicts organizational goals, hence a two-edged sword (Drory & Vigoda-Gadot, 2010). Similarly, it is also revealed that possible positive results of organizational politics like advancing in career, gaining prestige/status, increased power/position, reaching both personal and organizational aims, accomplishing a task/feelings of achievement, ego (Vigoda-Gadot & Kapun, 2005)

Employee engagement is that the state within which individual are sensitively and rationally committed to the organization. Employee engagement is inclusive of long-term emotional involvement and is an antecedent to more temporary generalities of employee sentiment, like job satisfaction and commitment (Gonzalez-Roma et al., 2006). In addition, engaged employees come to figure on a daily basis feeling a connection to their organization, have a high level of enthusiasm for his or her work.

Employee engagement has been discussed by many research with its linkages to job satisfaction. An employee who is satisfied together with his |along with his job may not be engaged but on the contrary an employee who is engaged and who believes within the organization values will in most cases be satisfied with his or her job (Jain & Balu, 2018). Employee Engagement is more of transformational concept which incorporates autonomy, growth, impact and connection whereas job satisfaction is transactional in nature. Organizations who have highly engaged employees tend to possess higher productivity, satisfaction levels and employee retention. Job satisfaction is an attitude that's simply how content a personal is along with his or her job; whether he or she likes the work or not. Job satisfaction also can be seen within the broader context of the range of issues which affect an individual's experience of labor, or their quality of working life (Jain & Balu, 2018). However, there is still limited literature on

organizational politics, employee engagement and job satisfaction which study seeks to explore in detail.

Statement of the Problem

Organizational politics conveys importance to both employees and employers as it keeps on constantly checking if the workplace is a political arena which calls for responding to relevant dynamics successfully (Buchanan, 2008). Organizational politics has been conceptualized as a source of stress and conflict in the work environment, with the potential for dysfunctional outcomes at both the individual and organizational level if not well checked (Kumari & Saradadevi, 2016). Hoy and Miskel (2008) put it clearly that political tactics in the organization that include; ingratiating, networking, information management, impression management and coalition building ones (2008) elaborate on the topic with-yet-another perspective. However, Sussman, Winkler, Huotilainen, Ritter and Naatanen (2002) revealed that tactics which are attacking or blaming other workers, making use of information as a political tool negatively affect employee engagement and job satisfaction if not checked. Additionally, research has found out that today not all organizations employees have been satisfied and engaged with their jobs; because of poor management, resulting into employees' dissatisfactions and poor employee performance (Aziri, 2011). There is still limited literature on how organizational politics affect employee engagement and job satisfaction which this study was intended to explore this in depth.

Purpose of the Study

The purpose of study is to find out the relationship between organizational politics, employee engagement and job satisfaction among employees of Mobi clinic.

Objectives of the Study

This study was guided by the following objectives;

1. To examine the relationship between organizational politics and employee engagement among employees of Mobi clinic

2. To examine the relationship between employee engagement and job satisfaction among employees of Mobi clinic.

3. To examine the relationship between organizational politics and job satisfaction among employees of Mobi clinic

Scope of the Study

Geographical scope

The study was carried out at Mobi Clinic behind Mulago Hospital, Kampala. Kampala is located in Central Uganda.

Time scope

The study covered a period of one month. This included data collection and report writing.

Content Scope

Mintzberg (1983) defines organizational politics as "individual or group behavior that is informal, ostensibly parochial, and typically divisive and above all, in the technical sense, illegitimate-sanctioned neither by formal authority, accepted ideology, nor certified expertise". Organizational politics when not well checked can affect the organizational performance. Employee Engagement is defined as an employee's involvement with assurance to, and satisfaction with work. Employee engagement could be a part of employee retention. (Locke, 1976) defines Job Satisfaction as a delightful or optimistic spirit resulting from the appraisal of

one's job or job experiences. With increasing diversity in workforce and firms stepping into new markets, it's become important for the organizations to stay its workforce engaged so on retain the highest talents. If the staff are engaged they have a tendency to be satisfied and motivated which successively ends up in retention of top talents and also it provides a competitive edge to organization.

Significance of the study

i. The findings of this study may help the stakeholders and the administrators of selected clinic to find the most efficient way of increasing employee job satisfaction, engagement and develop the check balance on organizational politics with related negative effects.

ii. The findings of this study may benefit the policy makers in formulation of policies and regulations at the national level regarding job satisfaction and employee engagement.

iii.The research findings may help teachers of selected clinic administrators to know of what expectations the organization have after putting effort in increasing their job satisfaction.

Conceptual Framework

The diagram below shows the relationship between study variables. For instance the relationship between organizational politics, employee engagement and job satisfaction.
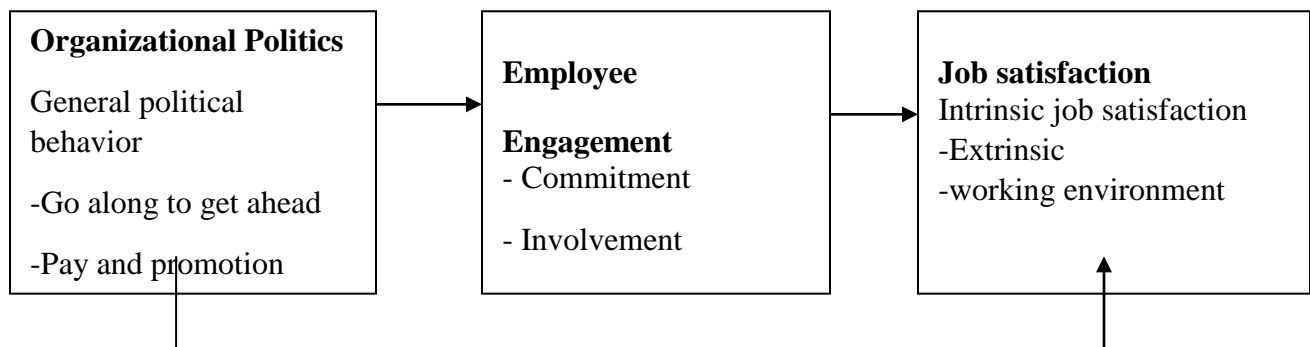
Figure 2: Conceptual framework showing the relationship between organizational politics, employee engagement and job satisfaction.

The conceptual frame work shows that organizational politics influences employee engagement, employee engagement influences job satisfaction and organizational politics also employee engagement influences job satisfaction.

Chapter Two

Literature Review

Introduction

The literature is reviewed according to study objectives that include; organizational politics and employee engagement, employee engagement and job satisfaction, organizational politics and job satisfaction. This section contains information and data obtained from published materials in relation to the selected study.

Organizational Politics

Organizational politics is primarily defined as exercising power/influence that tends to arise out the processes or procedures of the institution (Miller, Rutherford, & Kolodinsky, 2008) resulting from and in a shadowy system of illegitimate behaviors (Stacey, 1996) thus and so is made up of informal or unofficial attitude and behavior (Ulkeryildiz, 2009) such as employees' not contacting the immediate head(s) during times of conflict as expected but approaching other seniors (Gotsis & Kortezi, 2010). In institutions or workplaces the following political acts are usually faced: individual ones, coalition ones and lastly network levels (Kinicki, 2008). Byrne, Manning, Weston and Hochwarter (2017) indicated that challenge and organizational politics are closely interrelated. Doldor (2007) announced that terminology like political climate, political behaviors, political tactics, political skills, influence tactics and political influence behavior in an organization can be used interchangeably.

Organizational politics has gain attention of scholars as it has a very strong link with employee outcomes. Organizational politics is mostly defined as considerable activities by an individual which are focused towards fulfillment of one's own self-interests while ignoring the good of others or their organization (Kapoutsis 2016). Such actions are often veiled or may be

free standing of the organizational rules and regulations, but directly or indirectly influence the organization's functions and processes (Cac Landells & Albrecht, 2016). Organizational politics occur in all organizations to a varying extent (Faye & Long 2014) and is used to realize individual goal line and benefits, guard or boost one's own professional career and gain resources or advantages from the organization (Landells & Albrecht, 2016).

Employee Engagement

Employee engagement is defined as a positive attitude held by employees towards the organization and its values. Employee engagement is primarily a person's predisposition to participate in particular labor activity, which consists of three components: knowledge, interest, and performance (Meiyani et al., 2019). Knowledge of the work that the employee carries out, in combination with the desire to understand trends, to be in the know innovations and obvious performance his work just forms his engagement. Some authors understand by engagement the employee's concentration on the task, satisfaction with his role, and also a commitment to the organization and its goals and values (Eskildsen et al., 2000).

Employee engagement is a relationship between the employee and the enterprise, an engaged employee is the one who is entirely engrossed in and ardent in their job, and so take constructive action to further the reputation and objectives of the organizations. The construct employee engagement is built on the foundation of concepts like organization citizenship behavior, employee commitment. (Eskildsen et al., 2000). Similarly, Employee engagement is 'a positive, fulfilling, work related state of mind that is characterized by vigor, dedication and absorption' (Schaufeli et al., 2002).

Employee engagement is the level of involvement and commitment an employee has towards his/her organization and its values. It is a measure of an employee's positive or negative

attitude towards their job, colleagues and organization which influences their willingness to learn and perform at work. Employee engagement has a direct impact on the employee's productivity, loyalty, commitment and less attrition (Vipul Saxena & Rachana Srivastava, 2015). In addition, Employee engagement is a relationship between the employee and the enterprise, an engaged employee is the one who is entirely engrossed in and ardent in their job, and so take constructive action to further the reputation and objectives of the organizations

Employee engagement is linked to active onset employee relations to the organization. It defines and identifies what the individual does how he behaves, not that he feels what emotions he experiences in the long-term aspect of the activity, regardless of changes in external circumstances. It is behavior the indicator that can objectively characterize employee involvement. An important aspect of employee engagement is that it is characterized physical and psychological the energy that workers last time is additionally devoted to organizational processes not caused by rational assumptions. Shuck & Kevin (2013) in their studies found that engagement is more stable appropriation compared to loyalty: on the one hand, more difficult formed, on the other hand, gives in less change due to external factors.

Job Satisfaction

Job satisfaction is derived from not only one's feeling towards a job but also one's rational/cognitive appraisal of a job (Judge & Kammeyer Mueller, 2012). Job satisfaction has a cognitive component, suggesting that one's job satisfaction hinges on one's beliefs or thoughts about the job for example job characteristics, coworker relationship, supervisor relationship, among others and this belief/thought is developed from learning, reading, seeing, and hearing about the attitude object (Judge & Kammeyer Mueller, 2012). Job resources should positively impact one's cognitive assessment of the job and enhance one's job satisfaction because they

offer various physical, psychological, social, or organizational benefits to employees. Meta-analytic findings support a positive relationship between job resources and job satisfaction (Nahrgang et al., 2011).

According to (Hulin, & Judge, 2003), in an organizational setting an individual can show multiple psychological responses than can affect the satisfaction level of employee. These psychological reactions have three components i.e. cognitive (evaluative), affective (or emotional), and behavioral components. Affective job satisfaction is the subjective re-presentation of individuals feeling about their job. Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is an objective and logical evaluation of various facets of a job. Cognitive job satisfaction can be uni-dimensional if it comprises evaluation of just one facet of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated (Thompson & Phua, 2012). A study concluded in India concludes that Employees tend to love their job if they get what they believe is an important attribute of a good job (Masood, Qurat-ul-Ain & Aslam, 2014).

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007). Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). In addition to having attitudes about their jobs as a whole.

People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al., 2008). Job satisfaction is a complex and multifaceted concept which can mean different things to different people.

Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005). In addition, we consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008). Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact the new managerial paradigm which insists that employees should be treated and considered primarily as human beans that have their own wants, needs, personal desires is a very good indicator for the importance of job satisfaction in contemporary companies. When analyzing job satisfaction the logic that a satisfied employee is a happy employee and a happy employee is a successful employee.

Absenteeism is costly, and managers are constantly on the lookout for ways to reduce it. One recommendation has been to increase job satisfaction. If this is a valid recommendation, there should be a strong negative relationship (or negative correlation) between satisfaction and absenteeism. In other words, as satisfaction increases, absenteeism should decrease. A researcher tracked this prediction by synthesizing three separate meta-analyses containing a total of 74 studies (Robbins, 2002). Results revealed a weak negative relationship between satisfaction and

absenteeism. It is unlikely, therefore, that managers will realize any significant decrease in absenteeism by increasing job satisfaction.

Organizational citizenship behaviors consist of employee behaviors that are beyond the call of duty. Examples include "such gestures as constructive statements about the department, expression of personal interest in the work of others, suggestions for improvement, training new people, respect for the spirit as well as the letter of housekeeping rules, care for organizational property, and punctuality and attendance well beyond standard or enforceable levels. Managers certainly would like employees to exhibit these behaviors. A meta-analysis covering 6,746 people and 28 separate studies revealed a significant and moderately positive correlation between organizational citizenship behaviors and job satisfaction (Robins, 2002). Moreover, additional research demonstrated that employees' citizenship behaviors were determined more by leadership and characteristics of the work environment than by an employee's personality. It thus appears that managerial behavior significantly influences an employee's willingness to exhibit citizenship behaviors. This relationship is important to recognize because organizational citizenship behaviors were positively correlated with performance ratings.

Organizational Politics and Employee Engagement

Organizational politics can be illustrated as a chain of actions that are self-centered, intentional to malign others, and contrastive to the organizational goals (Russo, Miraglia, & Borgogni, 2017). Organizational politics comprises of activities that are deployed in the service of self-interest at the expense of other people and or organization (Chernyak-Hai & Rabenu, 2018). The unfavourable and harmful attributes of organizational politics have unfavourable impact on the employee outcomes such as anxiety and employee engagement (Iqbal and Tahir, 2020). Politics within an organization is crucial and influences the management of human

resources in every organization, the issue is important to any organization in any sector as well as culture reiterating that organizational politics may be used to target, secure or maximize collective interests in cases where various decisions are possible and influence different interests (Vigoda-Gadot & Drory, 2006). Performance is comprised of the mode by those employed by an organization execute their respective duties and responsibilities and the flexible behavior of individual to go ahead of the basic requirements of job for the benefit of organization.

Meisler, Drory, & Vigoda-Gadot (2019) reported that a direct and positive relationship exist between the organizational politics and employee engagement. The employees who seem to be highly involved in their respective duties and responsibilities within organizations feel that the work they do with an organization is more important than anything else. Additionally, Arshad Haroon, Yasir Hussain, Muhammad Mohsin Nawaz (2017) conducted a study on impact of perceived organizational politics on employees' performance in Lahore, Pakistan. Found that, previous research literature was critically reviewed regarding perceived organizational politics and employee's performance and the data was collected through self-administrative questionnaires.

Fatih, Özlem, Meltem and Şirin (2018) conducted a study on the effect of workers' perceptions on work engagement. This study was carried out with health care workers working in a public hospital in the city of Kocaeli, Turkey. Data collection was done from 205 participants and then analyzed. The analyses showed that corporate reputation explains 26% of the total variance for physical engagement, 41.2% of the total variance for emotional engagement, 30.2% of the total variance for cognitive engagement, and 37.8% of the total variance for work engagement. The results recommend improvements be made in corporate reputation and how they contribute to work engagement. The study only focused on the worker

perception and fails to explore on how the perceived organizational politics contributes to employee engagement. Empirical have made attempt to consider relationship between organizational politics and employee engagement which have proved to be unclear.

Many studies linking organizational politics and employee engagement found a negative relationship between the two concepts. For instance, Rosen and Levy (2009) found that the perception of organizational politics among public sector employees relate negatively with affective engagement and job performance. Hu (2010), attempted to explore the restraining effect of job insecurity as have been stated in the relationship between organizational politics and employee engagement, Hu (2010) also found that perceptions of organizational politics have a significant negative relationship with two measurements of employee engagement; the affective and normative engagement. Contrarily, Hu (2010) discovered in the same study that there is a positive relationship between perceived organizational politics and continuance employee engagement.

Donald, Bertha and Lucia (2016) similarly argued that though organizational politics have some positive influence on employee engagement, if not well managed and minimized, they can lead to discomfort in the organization which in turn may result in low employee engagement leading to lesser productivity. This will require a political skill that includes an aptitude to employ actions that support feelings of trust, confidence and sincerity. Thus, organizational politics represents a significant aspect of human resource management (Prerna, Nikhat & Srabasti, 2014). However, while the human element has been recognized as the most strategic resource of the organization (Armstrong, 2009), human society, including the organization has also been characterized by power, influence, and politics (Ullah, Jafri & Dost, 2011). By implication, research outcomes on organizational politics in one society, surely,

cannot provide solutions to all the questions that may be asked in other societies. For instance, a given political act, such as giving gifts to persuade others for political votes and requiring them to swear an oath may be perceived as being normal and legitimate in some parts of the world, but may be considered unethical and illegal in other societies (Prerna, Nikhat & Srabasti, 2014).

Employee Engagement and Job Satisfaction

Employee Engagement plays a great role on job satisfaction. To support this, Hotner Tampubolon (2017) conducted an enquiry on "The relationship between Employee Engagement, Job Motivation, and Job Satisfaction towards the worker Performance" found that the worker Engagement positively and significantly influenced job satisfaction. Employees experiencing work engagement are able to deal with the demands of their job due to a sense of energetic and effective connection with their work activities (Schaufeli et al., 2002). Mauno, Kinnunen, Makikangas and Natti (2005), examined the relationship between work engagement and job satisfaction among 736 Finnish hospital staff. Mauno and colleagues found a significant positive relationship between the two constructs. However, they treated the constructs as undimensional, whereas the present study proposes to examine these two constructs as multidimensional. The advantage of examining the constructs multi- dimensionally is that leads to greater understanding of the affect that vigor, dedication and absorption have on specific aspects of job satisfaction, such as compensation.

Up to date, there is no known research that examines the relationship between the four facets of job satisfaction and the three facets of work engagement. Due to the lack of research between work engagement and job satisfaction and because work engagement and job burnout have been found to be opposite yet distinct constructs, the relationship between job burnout and job satisfaction is also examined (Gonzalez-Roma et al., 2006). In addition, after viewing 136

respondents for the study on employee engagement and their satisfaction, Jain and Balu (2018) established that factors such as basic needs, management support, team work and growth as predictors of employee engagement may have influence on job satisfaction. Health organizations are therefore in search of best employee engagement activities to enhance satisfaction among their medical officers and the management (Ruck, Welch & Menara, 2017). Majority of people have done research on employee engagement and job satisfaction but very limited in relation to workers in medical section.

Employee engagement connects employee satisfaction to performance, and it is clear from the research that employee job satisfaction is essential to employee engagement (Blessing, 2011). Engaged employees have a level of commitment and emotional attachment to the organization (Demovsek, 2008). Employees develop a bond with an organization and that creates better business. If that emotional connection to their career, relationships with other employees and the organization are present, they perform better since they are satisfied on their jobs. Furthermore, Employees have more than work satisfaction, they are gratified to serve and are promoters of the products and brand name. There is evidence that employee engagement increases productivity and overall performance, creates a better and more productive work environment, reduces non-attendance and employees leaving (Caplan, 2014).

Organizational Politics and Job Satisfaction

A satisfied employee can encourage a positive attitude by prioritizing organizational interests rather than personal ones (Heriyadi, Tjahjono, & Rahayu, 2020). Employees who are not committed to the organization have a negative attitude towards work and the organization. Employees will show more dissatisfaction with work, and their trust will decrease than other employees in a more positive way. Dissatisfied employees have lower work outcomes

(Yusof, Zulkiffli, Padlee, & Yusof, 2018). In brief, organizational politics has a negative effect on individual job satisfaction. Furthermore, workers who have political skills consider themselves to be "masters" in an organization. At the same time, they secure their position (Ferris et al., 2019).

In the overall work environment, individuals predict negative and positive judgments from the environment itself. Likewise, individuals with high political skills seem to work as flexible platforms to achieve their goals (Maslyn et al., 2017). It certainly influences the evaluation of attitudes towards job satisfaction. To the extent that political skill positively affects job satisfaction, individuals who have political skill use mechanisms to achieve their goals. Similarly, it remains very clear that political skill plays an essential role in problem-solving in organizations that have high levels of politics. Then, it will have an impact on low job satisfaction (Yusof et al., 2018). For this reason, superiors must use politics as a tool to get work done through the political environment. However, the involved individuals in politics use it to achieve their interests (Saleem, 2015).

Several researchers have highlighted the relevance of organizational politics and organizational outcomes which include; job satisfaction and organizational commitment) relationship as it has both theoretical and practical implications (Ferris et al., 2002). Organizational politics has a very significant and lasting impact on the employees as well as on entire organization. Organizational politics can be explained in terms of perception as well as behaviors. Most often, politics is discussed as self-serving behaviors; illicit actions and gaining benefit while risking others interest (Ferris, & Hochwarter, 2011). Organizational politics is characterize as a special type of power struggle that directly or indirectly engage people in applying different type influential tactics. Main purpose of such power tactics is to maximize

personal or collective benefits and to reduce the effects of negative outcomes (Vigoda & Drory, 2006).

The issue of internal politics is of prime importance in all the field of business as it directly or indirectly affects the performance at all levels that is to say individual, team, unit or system. So, due to its growing importance, perception of organizational politics is being studied from various perspectives but mostly this issue is being studied from behavioral viewpoint (Vigoda, 2007). Although such behavior considered illegitimate for organizations, it could be possible that such behavior is well rooted in the power distribution, resource allocation, reward and punishment process based on cultural and contextual factors (Khalil & Ahmed, 2016). In addition, the study by Salimaki & Jamson, 2010) revealed that scarce resources creates the politically tensed environment which has a negative impact on job satisfaction & commitment. Moreover results also suggest that political environment creates job dissatisfaction. There is still limited literature on organizational politics and job satisfaction among the medical staff, which this study seeks to explore in depth.

Hypothesis

1. There is a significant relationship between organizational politics and employee engagement among employees

2. There is a significant relationship between employee engagement and job satisfaction among employees

3. There is a significant relationship between organizational politics and job satisfaction among employees

Chapter Three

Methodology

Introduction

This chapter presents the methodology that were used to carry out this study. It presents the research design, population, sample, research instruments and measures, procedure, data management, data quality control, validity of the research instruments and data analysis.

Research Design

A correlation research design was applied in the study so as to establish the relationship that exists between organizational politics, employee engagement and job satisfaction among employees of Mobi clinic. In this design data was presented into statistical information using Statistical Package for Social Scientists (SPSS) to establish whether the variables are correlated.

Area of Study

The study was carried out at Mobi Clinic in Central Kampala. Kampala district is located in the central region of Uganda and it covers an area of 7,928 square kilometers. Kampala district is divided into five divisions; Kampala Central Division Kawempe, Rubaga Division lies in the western part of the city, bordering Wakiso District and Makindye Division is in the southeastern corner of the city, bordering Wakiso District to the south and west, and the coordinates of Makindye Division and Nakawa Division lies in the eastern part of the city, bordering Kira Town to the east, Wakiso District to the north.

Population

The population for this study included all the 80 workers of Mobi clinic both male and female patients. The population was obtained from the payroll lists at the clinic.

Sample Size Determination and Sampling Strategy

A total of 80 participants were selected from the population of 66 employees to participate in answering the questionnaire. The researcher used simple random sampling technique with the help of the Morgan and Krejie Table (1970). In simple random sampling, each member of a population has an equal chance of being included in the sample. A simple random sampling technique allows every member of the population to get an equal opportunity to be included in the study and reduce biases in selecting samples.

Research Instruments and Measures

Self-administered questionnaires were designed from the constructs defined above. The questionnaire measured organizational politics, employee engagement and job satisfaction. A purposive developed self-administered questionnaire, comprising of closed ended questions that require each respondent to choose the preferred option from the alternatives given including the respondents back ground, age and sex where section A examined the respondents bio data, section B examined organizational politics, section C examined employee engagement and section D shall examine job satisfaction among employees of Mobi Clinic. Organizational Politics Questionnaire adopted from (Kacmar & Ferris, 1993), employee engagement from (Schaufelli, & Salanova, 2002), and job satisfaction questionnaire adopted from (Warr, Cook, & Wall, 1979).

Quality Control

For control of the quality for data collected, validity and reliability of the questionnaires were carried out. The supervisor critically analyzed the instruments and suggested changes where necessary to ensure that the items measure were intended to measure in order to ascertain the validity of the questionnaire

Reliability of Study Instruments

The questionnaire was pilot tested among 8 participants in another organization not selected for data collection. Necessary adjustments were made to the questions to ensure clarity. The items on the questionnaire was organized under the sections of organizational politics, employee engagement and job satisfaction. If the Cronbach's Alpha score is .70 or above, the questionnaires considered reliable. The researcher ensured reliability by using instruments that have previously been used by other researchers to carry out research and also make conclusions on the relationships of the variables in question.

Table 1: Reliability Coefficient

Variables	Number of items	Cronbach's Alpha
Organizational politics	10	.761
Employee Engagement	19	.832
Job Satisfaction	15	.779

Validity of the Research Instruments

The face and content validity of the research instrument was ensured by comparing its items with previous similar studies and by matching them with stated objectives, and the formulated research hypotheses. Besides copies of the prepared questionnaire were made available to the research supervisor for vetting, review, critiquing, necessary amendment and corrections. The questionnaire was written in simple English and translated in local language for those who do not understand English.

Procedure

The researcher obtained an introductory letter from the Department of Organizational and Educational of Psychology Makerere University introducing her to the organization seeking for

permission and approval to collect data and then the researcher was willing to go to the field to gather the required information for research. This was done directly in the field and confidentiality was observed by the researcher in order to get the required information. This did not cause harm to the respondents due to the fact that the researcher first created a peaceful environment in order to get the required information from the respondents.

Data Management

The researcher thoroughly checked the questionnaires to ensure that all the relevant questions are selected. Information collected then was tabulated and analyzed into meaning full findings by use of code of scales to present the questions that are ticked by the respondents. Data was analyzed using Statistical Package for Social Sciences (SPSS) to find out the correlation between variables. This study took a period of a month in which the researcher was able to collect data, analyze and write the report.

Data Analysis

The data was collected from the field, crossed checked for completeness and coded. The coded data was then be analyzed using a computer program called Statistical Package of Social Scientists (SPSS) and summarized into frequencies and percentages. Pearson Product Correlation Coefficient(r) was to test the significance of the hypotheis1, 2 and 3.

Anticipated problems/ limitations and Solutions

Participants who were suspected of being biased when answering the questions asked. This was managed by explaining to them the purpose of the research and informing them how safe their information is to be. Besides that, participants who were suspected of fearing to provide data with complete honesty and openness. This was managed by assuring participants of confidentiality on the information provided.

Ethical Consideration

  The researcher ensured privacy confidentiality and explain to participants the main purposes of the research, this was done by informing them the participants that the research is purely academic before engaging them in the study. More so the researcher took into account the consent of the respondents, avoidance of forgery and plagiarism was considered when presenting the researcher methodology and findings.

Chapter Four

Results

Introduction

This chapter consists of results and interpretation of the findings in line with the objectives and hypothesis; data is presented in form of frequencies and percentages followed by correlations between organizational politics, employee engagement and job satisfaction.

Descriptive statistics

Respondents were asked to indicate their age bracket, sex of respondents, marital status, level of education and time spent at Mobi clinic. The results were obtained and computed into frequencies and percentages using SPSS as shown in the tables below;

Table 1

Age Group of Respondents

	Frequency	Percent (%)
18-29 years	30	45.5
30-39 years	28	42.4
40-49 years	6	9.1
50 and above years	2	3.0
Total	66	100.0

Results in table 1 above shows that more respondents were between 18-29 years (45.5%) followed by the respondents of 30-39 years (42.0%), and respondents of 40-49 (9.1%). This implies that employees of age group between 18-29 years are the most considered by Mobi Clinic.

Table 2

Sex of Respondents

	Frequency	Percent (%)
Male	23	34.8
Female	43	65.2
Total	66	100.0

Results in table 2 shows that there were more respondents for females (65.2%) than males with (34.8%). This implies that Mobi Cliinic prefers employing more female employees than male ones, since they are presumed to be more honest than their female counterparts.

Table 3

Marital Status of Respondents

	Frequency	Percent (%)
Married	45	68.2
Divorced	3	4.5
Single	13	19.7
Widowed	5	7.6
Total	66	100.0

Results in table 3 show that more respondents were married (68.2%), followed by single ones (19.7%), widowed (7.6%), and divorced (4.5%). This implies that married employees are the majority because they are considered more responsible at Mobi Clinic than any other marital status.

Table 4

Highest Level of Education for Respondents

	Frequency	Percent (%)
Certificate	22	33.3
Diploma	18	27.3
Degree	26	39.4
Total	66	100.0

The study findings in table 4 indicated that (39.54%) of the respondents were degree holders, followed by certificate (33.3%), and diploma holders (15.4%). This implies that majority of the employees at Mobi clinic are degree holders, simply because they are considered to be suitably qualified for most jobs at Mobi Clinic.

Table 5

Time Spent at Mobi Clinic by Respondents

	Frequency	Percent (%)
Less than 5 years	26	39.4
5-6 years	28	42.4
10 and above years	12	18.2
Total	66	100.0

The findings of table 5 above indicated that (42.4%) of the respondents had worked for 5-6 years, followed by those who had worked for less than 5 years (42.4%), and (18.2%) had worked for 10 years above. This implies that majority of the employees at Mobi had worked for 5-6 years than other years.

Inferential statistics

i. Objective one was to examine the relationship between organizational politics and employee engagement.

Table 6

The Relationship between Organizational Politics and Employee Engagement

		Organizational Politics	Employee Engagement
Organizational Politics	Pearson Correlation	1	.155
	Sig. (2-tailed)		.213
	N	66	66
Employee Engagement	Pearson Correlation	.155	1
	Sig. (2-tailed)	.213	

	N	66	66

Hypothesis one stated that there is a significant relationship between organizational politics and employee engagement. The findings in table 6 above show that there is no significant relationship organizational politics and employee engagement (r= .155, p=.213). This is because p value is greater than the level of significance (0.01) in magnitude (p>0.01). Therefore, the alternative hypothesis is rejected and it is concluded that organizational politics is not related employee engagement to this particular population.

 ii. Objective two was to examine the relationship between employee engagement and job satisfaction

Table 7

The Relationship between Employee Engagement and Job Satisfaction

		Employee Engagement	Job Satisfaction
Employee engagement	Pearson Correlation	1	.354[**]
	Sig. (2-tailed)		.004
	N	66	66
Job Satisfaction	Pearson Correlation	.354[**]	1
	Sig. (2-tailed)	.004	
	N	66	66

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

Hypothesis two stated that there is significant relationship between employee engagement and job satisfaction. The findings in table 7 above show that there is a significant positive relationship between employee engagement and job satisfaction (r=.354[**], p=.000). This is because p value is less than the level of significance (0.01) in magnitude (p<0.01). Therefore, the alternative hypothesis is retained and it is concluded that there is a significant positive relationship between employee engagement and job satisfaction.

iii. Objective three was to examine the relationship between organizational politics and job satisfaction

Table 8

The Relationship between Organizational Politics and Job Satisfaction

		Organizational Politics	Job Satisfaction
Organizational Politics	Pearson Correlation	1	.230
	Sig. (2-tailed)		.063
	N	66	66
Job Satisfaction	Pearson Correlation	.230	1
	Sig. (2-tailed)	.063	
	N	66	66

Hypothesis one stated that there is a significant relationship between organizational politics and job satisfaction. The findings in table 8 above show that there is no significant relationship organizational politics and job satisfaction (r= .230, p=.063). This is because p value is greater than the level of significance (0.01) in magnitude (p>0.01). Therefore, the alternative hypothesis is rejected and it is concluded that organizational politics is not related job satisfaction to this particular population.

Chapter Five

Discussion, conclusions and recommendations

Introduction

This chapter represents, discussion of findings in relation to literature, conclusion and recommendations.

The discussion is done according to the following objectives:

1. To examine the relationship between organizational politics and employee engagement among employees of Mobi clinic

2. To examine the relationship between employee engagement and job satisfaction among employees of Mobi clinic.

3. To examine the relationship between organizational politics and job satisfaction among employees of Mobi clinic

Discussions

Organizational Politics and Employment Engagement

Organizational politics is not significantly related to employee engagement. This implies that when an increase in organizational politics does not lead to an increase in employee engagement for this particular population. In disagreement with the current study findings, Iqbal and Tahir, (2020), stated that the unfavourable and harmful attributes of organizational politics have unfavourable impact on the employee outcomes such as anxiety and employee engagement. Inconsistent with the current study findings also, (Vigoda-Gadot & Drory, 2006).Politics within an organization is crucial and influences the management of human resources in every organization, the issue is important to any organization in any sector as well as culture reiterating that organizational politics may be used to target, secure or maximize collective interests in cases

where various decisions are possible and influence different interests Performance is comprised of the mode by those employed by an organization execute their respective duties and responsibilities and the flexible behavior of individual to go ahead of the basic requirements of job for the benefit of organization.

In disagreement with the current study findings, Meisler, Drory, & Vigoda-Gadot (2019) reported that a direct and positive relationship exist between the organizational politics and employee engagement. The employees who seem to be highly involved in their respective duties and responsibilities within organizations feel that the work they do with an organization is more important than anything else. Inconsistent still with the current study findings, Arshad Haroon, Yasir Hussain, Muhammad Mohsin Nawaz (2017) conducted a study on impact of perceived organizational politics on employees' performance in Lahore, Pakistan. Found that, previous research literature was critically reviewed regarding perceived organizational politics and employee's performance and the data was collected through self-administrative questionnaires.

In disagreement with the current study, Donald, Bertha and Lucia (2016) argued that though organizational politics have some positive influence on employee engagement, if not well managed and minimized, they can lead to discomfort in the organization which in turn may result in low employee engagement leading to lesser productivity. And, Prerna, Nikhat and Srabasti, (2014), stated that this will require a political skill that includes an aptitude to employ actions that support feelings of trust, confidence and sincerity. Thus, organizational politics represents a significant aspect of human resource management. However, Prerna, Nikhat & Srabasti, (2014) still reported that by implication, research outcomes on organizational politics in one society, surely, cannot provide solutions to all the questions that may be asked in other societies. For instance, a given political act, such as giving gifts to persuade others for political votes and

requiring them to swear an oath may be perceived as being normal and legitimate in some parts of the world, but may be considered unethical and illegal in other societies.

Employment Engagement and Job Satisfaction

Employee engagement is significantly related to job satisfaction. This implies that an increase in employee engagement leads to an increase in job satisfaction for employees of Mobi clinic. In agreement with the current study, Hotner Tampubolon (2017) conducted an enquiry on "The relationship between Employee Engagement, Job Motivation, and Job Satisfaction towards the worker Performance" found that the worker Engagement positively and significantly influenced job satisfaction. Employees experiencing work engagement are able to deal with the demands of their job due to a sense of energetic and effective connection with their work activities (Schaufeli et al., 2002). Consistent with the current study findings, Mauno, Kinnunen, Makikangas and Natti (2005), examined the relationship between work engagement and job satisfaction among 736 Finnish hospital staff. Mauno and colleagues found a significant positive relationship between the two constructs. However, they treated the constructs as undimensional, whereas the present study proposes to examine these two constructs as multidimensional. The advantage of examining the constructs multi- dimensionally is that leads to greater understanding of the affect that vigor, dedication and absorption have on specific aspects of job satisfaction, such as compensation.

In agreement with the current study findings, Blessing, (2011) stated that employee engagement connects employee satisfaction to performance, and it is clear from the research that employee job satisfaction is essential to employee engagement). Engaged employees have a level of commitment and emotional attachment to the organization. Demovsek, (2008), added that employees develop a bond with an organization and that creates better business. If that emotional

connection to their career, relationships with other employees and the organization are present, they perform better since they are satisfied on their jobs. Furthermore, Employees have more than work satisfaction, they are gratified to serve and are promoters of the products and brand name.

In agreement still with the current study, Caplan, (2014), revealed that there is evidence that employee engagement increases productivity and overall performance, creates a better and more productive work environment, reduces non-attendance and employees leaving. Consistent with the current study findings, Jain and Balu (2018) established that factors such as basic needs, management support, teamwork and growth as predictors of employee engagement may have influence on job satisfaction

Organizational Politics and Job Satisfaction

Organizational politics is not significantly related to job satisfaction. This implies that when an increase in organizational politics does not lead to an increase in job satisfaction for employees of Mobi clinic. In disagreement with the current study findings, Heriyadi, Tjahjono, and Rahayu, (2020) reported that satisfied employee can encourage a positive attitude by prioritizing organizational interests rather than personal ones. Employees who are not committed to the organization have a negative attitude towards work and the organization. Employees will show more dissatisfaction with work, and their trust will decrease than other employees in a more positive way.

Inconsistent with the current study findings, Yusof, Zulkiffli, Padlee, and Yusof, (2018) revealed that dissatisfied employees have lower work outcomes. In brief, organizational politics has a negative effect on individual job satisfaction. Furthermore, workers who have political skills consider themselves to be "masters" in an organization. In disagreement with the current

study findings, Maslyn et al., (2017) reported that in the overall work environment, individuals predict negative and positive judgments from the environment itself. Likewise, individuals with high political skills seem to work as flexible platforms to achieve their goals. It certainly influences the evaluation of attitudes towards job satisfaction. To the extent that political skill positively affects job satisfaction, individuals who have political skill use mechanisms to achieve their goals. Similarly, it remains very clear that political skill plays an essential role in problem-solving in organizations that have high levels of politics.

Inconsistent with the current study findings, Khalil and Ahmed, (2016) stated that although such behavior considered illegitimate for organizations, it could be possible that such behavior is well rooted in the power distribution, resource allocation, and reward and punishment process based on cultural and contextual factors. In addition, the study by Salimaki & Jamson, 2010) revealed that scarce resources creates the politically tensed environment which has a negative impact on job satisfaction & commitment. Moreover results also suggest that political environment creates job dissatisfaction

Conclusion

This section consists of the conclusions to the findings established in the relationships between organizational politics, employee engagement among, and job satisfaction among employees of Mobi clinic.

According to the research findings, there is no relationship between organizational politics and employee engagement. This implies that an improvement in organizational politics does not lead to an increase in employee engagement for this particular population.

Since the findings indicate that there is a significant positive relationship between employee engagement and job satisfaction. This can be explained that Mobi clinic employees who are engaged, become satisfied too on their jobs.

Lastly, there is no significant positive relationship between organizational politics and job satisfaction. This implies that organizational politics does not affect workers' job satisfaction at all.

Conclusively, the present study provides a basis and implications for further investigation on the relationship between organizational politics, employee engagement and job satisfaction among employees of different clinics in Kampala.

Recommendations

Basing on the findings, the administration of Mobi clinic to needs to ensure that organizational politics is well handled in order to promote employment engagement, hence enhancing their job satisfaction at work.

Government needs to educate and sensitize employers on the benefits of designing better policies when dealing with organizational politics. The government should set policies that private organizations have to follow and promote job satisfaction to enhance employee engagement.

Areas for Further Research

The researcher suggests that further research should be done on the relationship between organizational politics, employee engagement and job satisfaction in different clinics in Kampala. This will help in creating awareness among employers in both the private and public institutions about benefits of promoting employee engagement and job satisfaction. It will in turn motivate the government and proprietors and all other stake holders to come up with better

strategies of improving organizational among employees, promote employee engagement and job satisfaction.

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Appendices

Appendix I: Questionnaire

Dear Respondent,

My name is Wamalwa Sharon a third year student of Industrial and Organizational psychology and I am inviting you as a stake holder to participate in this research which seeks to examine the relationship between organizational politics, employee engagement and job satisfaction among the employees. Please take your time to respond comfortably, honestly, knowing that your views are highly valued for the betterment of my research. Information collected from this exercise is strictly confidential and please don't indicate your name. Thank you very much for your participation and time.

SECTION A: BIO DATA

Please tick the appropriate option.

1. Age group in years

a). 18-29 years ☐   b). 30- 39 years ☐   c). 40 - 49 ☐

d) 50 and above ☐

2. Sex of respondent

a). Male ☐   b). Female ☐

3. Marital Status

a). Married ☐   b). Divorced ☐   c). Single ☐   d). Widowed ☐

4. Highest Level of Education

a). Certificate ☐   b). Diploma ☐   c). Degree ☐

d). Others ☐ Specify…………………

5. Time spent at Mobi Clinic

☐   ☐   ☐

a). Less than 5 years   b). 5-10 years   c). 10 and above

SECTION B: ORGANISATIONAL POLITICS

Instructions: Using the scale given below, please circle the number by each statement that best represents the extent to which you agree with the given statements concerning your immediate supervisor. Before you start, quickly read through the entire list to get a feel for how to rate each statement. Remember there are no right or wrong answers, and your honest opinion is critical to the success of this study.

    1 — Strongly Disagree
    2 — Disagree
    3 — neither Disagree nor Agree
    4 — Agree
    5 — Strongly Agree

1.	Favoritism rather than merit determines who gets ahead around here.	1	2	3	4	5
2.	Rewards come only to those who work hard in this organization.	1	2	3	4	5
3.	People in this organization attempt to build themselves up by tearing others down.	1	2	3	4	5
4.	There has always been an influential group in this department that no one ever crosses.	1	2	3	4	5
5.	Employees are encouraged to speak out frankly even when they are critical of well-established ideas.	1	2	3	4	5
6.	There is no place for yes-men around here; good ideas are desired even if it means disagreeing with superiors.	1	2	3	4	5
7.	Agreeing with powerful others is the best alternative in this organization.	1	2	3	4	5
8.	Sometimes it is easier to remain quiet than to fight the system.	1	2	3	4	5
9.	Telling others what they want to hear is sometimes better than telling the truth.	1	2	3	4	5
10.	It is safer to think what you are told than to make up your own mi	1	2	3	4	5

Kacmar, K.M. & Ferris, G.R. (1993). Politics at work: Sharpening the focus of political behavior in organizations. Business Horizons, 36: 70-74.

EMPLOYEE ENGAGEMENT SCALE

Using the scale given below, please circle the number by each statement that best represents the extent to which you agree with the given statements. Before you start, quickly read through the entire list to get a feel for how to rate each statement. Remember there are no right or wrong

answers, and your honest opinion is critical to the success of this study. All your responses will be kept confidential.

1 — strongly disagree
2 — Disagree
3 — Neither disagree nor agree
4 — Agree
5 — Strongly agree

	Vigor (VI)	1	2	3	4	5
1.	When I get up in the morning, I feel like going to work.					
2.	At my work, I feel bursting with energy.					
3.	At my work I always persevere, even when things do not go well.					
4.	I can continue working for very long periods at a time.					
5.	At my job, I am very resilient, mentally.					
6.	At my job I feel strong and vigorous.					
	Dedication (DE)					
7.	To me, my job is challenging.					
8.	My job inspires me.					
9.	I am enthusiastic about my job.					
10.	I am proud on the work that I do.					
11.	I find the work that I do full of meaning and purpose.					
	Absorption (AB)					
12.	When I am working, I forget everything else around me.					
13.	Time flies when I am working.					
14.	I get carried away when I am working.					
15.	It is difficult to detach myself from my job.					
16.	I am immersed in my work.					
17.	I feel happy when I am working intensely.					

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SECTION D: JOB SATISFACTION

RATING KEY

Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
1	2	3	4	5

Using the scale shown above, indicate the extent to which you are satisfied with the various

aspects of your job..

1	I am satisfied with the physical conditions in which I work	1	2	3	4	5
2	I am satisfied with the freedom to choose my own working methods.	1	2	3	4	5
3	I am satisfied with my fellow workers.	1	2	3	4	5
4	I am satisfied with the recognition I get for good work.	1	2	3	4	5
5	I am satisfied with my immediate supervisor.	1	2	3	4	5
6	I am satisfied with the amount of responsibility I am given.	1	2	3	4	5
7	I am satisfied with the rate of pay I am given.	1	2	3	4	5
8	I am satisfied with the opportunity to use my abilities.	1	2	3	4	5
9	I am satisfied with the relations between management and staff.	1	2	3	4	5
10	I am satisfied with the future prospects for promotion.	1	2	3	4	5
11	I am satisfied with the way the organization is managed.	1	2	3	4	5
12	I am satisfied with the attention paid to my suggestions.	1	2	3	4	5
13	I am satisfied with the hours of work.	1	2	3	4	5
14	I am satisfied with the amount of variety in my job.	1	2	3	4	5
15	I am satisfied with the level of job security that I have.	1	2	3	4	5

Warr, P., Cook, J., & Wall, T. (1979). Scales for measurement of some work attitudes and aspects of psychological wellbeing. *Journal of Occupational Psychology*, 52, 129-148.

Thank you so much