

Organisational Politics, Employee Engagement and Job Satisfaction Among Employees at Reach
a Hand Uganda.

Namugga Peace Kabuga

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Award of a Bachelor of Industrial and Organizational Psychology of Makerere University.

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Declaration

I Katusiime Gloria, hereby declare that this is my work and has never been submitted to any university for the award of a degree of community psychology

Signature 


Date 3/04/2023

Katusiime Gloria

Student

Approval

I accept that the candidate has been under my supervision and the research work presented is original and meets the minimum requirements for the award of a Degree in Bachelor of Community Psychology.

Signature 

Date 

Dr. Nyende Paul

Dedication

I dedicate this work to myself first for the much effort I exhibited secondly to my supervisor for the academic support plus my family for the economic support and care if it were not, you for sure I would not have made it on time may the good Lord reward you abundantly.

Acknowledgement

For the time I have been at the school of psychology I cannot fail to be grateful with all my heart for the support I have received.

First of all, I express my gratitude to my supervisor Dr. Nantamu Simon plus all my lecturers for the valuable guidance and intellectual suggestions. Secondly, I thank my parents for the economic support and my siblings for the continuous support and care.

Further I thank my friends and fellow psychologists for the encouragement and support and finally am thankful to the most merciful THE ALMIGHTY GOD who gives me the strength to fulfill my tasks efficiently and on time.

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Abstract

This study seeks to assess the relationship between organizational politics, employee engagement and job satisfaction among employees at Reach a Hand Uganda. In unraveling this, it's crucial that we identify its hold on employees and management in this particular organization. As previous research has shown and proved that there really is a connection in how organizational or office politics raises or lessens employee engagement which inversely lowers the satisfaction of the job for the employee. This will indicate the choice of measurement and sample population to be used.

Chapter One: Introduction

Background

Organizational politics is a common situation in organizational life which stems out from the use of power by authority or top management and also about how individuals use their power and influences the activities of the system. This includes; networking, interpersonal influence, apparent sincerity and social astuteness. According to some, it is the management of power by using ways that are not approved by the organization or use of unsanctioned influence to reach their own goal or aim. It is argued that politics interfere with organizational processes like decision making, promotion and affect productivity and performance on individual and organizational levels.

Scholars have supported the notion that there are direct associations between organizational politics and employee engagement. This relationship has been shown to be partially mediated by meaningful work. Although it has been argued that organizational politics can lead to decreased engagement (Byrne et al, 2017; Landells and Albrecht, 2017) there have only been a few who have empirically examined the relationship (Karatepe, 2013; Kane-Frieder et al, 2014; Eldor, 2016).

Employee engagement is not the only thing that organizational politics has been found to be associated with; Job satisfaction too has its own relationship with politics. It has been proven that when employees perceive high levels of organizational politics, the less satisfied they are with their jobs (Faye, K, & Ye, L., 2014).

Employee engagement as defined by Kahn (1990:694) is the harnessing of organization's members' selves to their work roles in; people employ and express themselves physically, cognitively, and emotionally during role performances. The cognitive aspect is concerned with the employees' beliefs about the organization; the emotional aspect pertains to how the employees feel about the organization whereas the physical aspect is about the physical energies exerted by the employees in accomplishing their roles. Thus, employee engagement is the emotional and intellectual commitment to the organization (Baumruk 2004, Richman 2006, and Shaw 2005).

Job satisfaction can be defined as an individual's feelings about their work and their attitudes towards various aspects of their work. It is dependent on organizational variables such as structure, size, pay, working conditions and leadership. Negative and unfavorable attitudes towards the job indicate job dissatisfaction. (Armstrong, 2006). Robbins SP, Odendaal A, Roodt G (2003) reiterates that a person with a person with high job satisfaction appears to hold positive attitudes and one who is dissatisfied to hold negative attitudes towards their job. When employees are unsatisfied with their work environment, they may not be willing to forfeit their personal interests to help the organization thus it will decrease the performance of the organization (LePine, J.A, & VanDyne, L. 2001).

Employee engagement has a major role in the success of organization goals; improves employer loyalty, increased productivity, better customer service, higher employee satisfaction and happiness and ultimately more profitability. In addition, job satisfaction carries a lot of benefits for the organization which include low turnover, increased profits, better collaboration and team work as well as loyalty.

Problem statement

Employees' perception of organizational politics leads to increase in levels of anxiety, stress and distrust which dissatisfy employees, suffering performance and later drives them to quit. To be precise, perception of office politics has caused reduced participation and performance, increased anxiety, lowered job satisfaction and has thereby increased turnover. The effect of politics is moderated by the knowledge the individual has of the decision-making system. When politics is seen as a threat rather than an opportunity, employees will respond with defensive behaviors to avoid action, blame or charge and these are often associated with feelings toward the job and work environment. At some point, this wears down employees and they eventually leave the organization or are fired. Noteworthy reactions to dysfunctional organizational politics are; decreased overall productivity, lack of concentration, demotivation in employees, change in attitude in members, increased stress levels and wrong information.

Purpose

The purpose of the study is to assess the relationship between organizational politics, employee engagement and job satisfaction among the employees of Reach a Hand Uganda.

Objectives

The study had the following objectives;

1. To examine the relationship between organizational politics and employee engagement among employees in Reach A Hand Uganda.
2. To examine the relationship between organizational politics and job satisfaction among the employees in Reach A Hand Uganda.
3. To examine the relationship between employee engagement and job satisfaction among employees in Reach A Hand Uganda.

Significance of the study

Findings of this study may provide deep understanding of the organizational politics to improve employee engagement and job satisfaction to Paramount Hospital and several private and public organizations in Uganda.

The findings may also help the planners of human resource system and managers to implement, introduce and improve organizational politics, engagement of employees at work place to enhance employee productivity thus led to improvement in organizational or individual satisfaction.

The findings may be important for the academia in terms of developing new pedagogy that is aimed at enhancing organizational politics, engagement and job satisfaction especially among tertiary institutions and teaching institutions in Uganda.

Finally, the findings of the study may add knowledge and more understanding about organizational politics, employee engagement affecting job satisfaction in Paramount Hospital and in private and public sector in Uganda.

Scope

The content scope for this study focused on

Geographical scope

The research was carried out in Uganda, Kampala district in the central division because this is where Reach a Hand Uganda is located thus provide a large population and eventually a large sample size which enhanced the generalizability of the results since there is high level of organizational politics, employee engagement and high job satisfaction in Uganda.

Content scope

Organizational politics refers to actions carried out by individuals that are directed toward the goal of furthering their own self-interests without regard for the wellbeing of others or their organization. Landells and Albrecht (2016). Employee engagement refers to the emotional and intellectual commitment to the organization; the amount of discretionary effort exhibited by employees in their job (Frank et al 2004). It can also be called a “Passion for work” Truss et al 2006. According to Colquit, Lepine and Wesson (2013, job satisfaction is defined as the pleasurable emotional state resulting from the appraisal of employees’ job or experience that is; it represents how employees feel, think, see and experience his/her present job.

Time scope

The field study was conducted from October and shall end in November with the submission of the dissertation report.

Conceptual framework

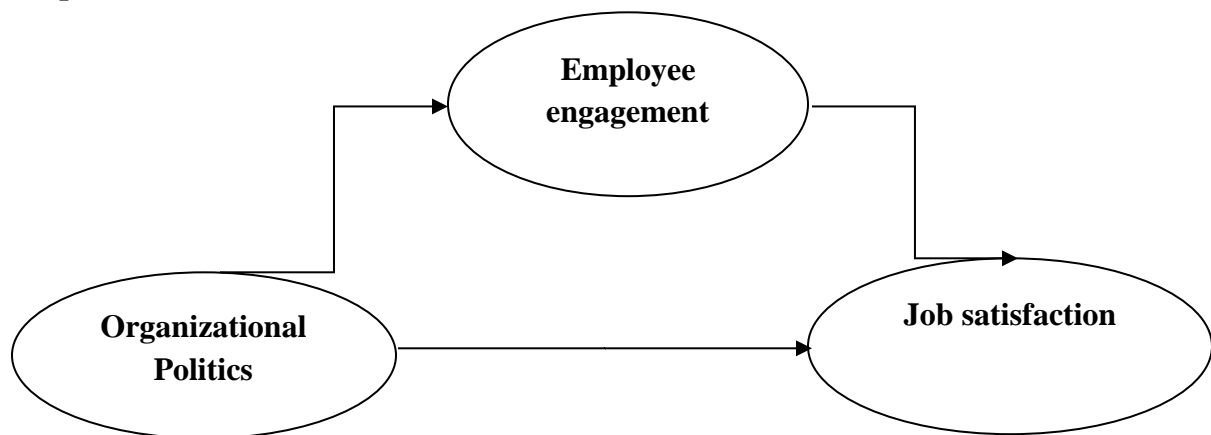


Figure 1: Conceptual framework illustrating the relationship between Organizational Politics, Employee Engagement and Job Satisfaction.

Organizational politics is directly associated to employee engagement thus proper organizational politics encourages engagement of employees who perform for organisation (Truss et al., 2013).

Employee engagement is directly associated to job satisfaction, and employees who are engaged have job satisfaction at work (Berry & Morris, 2008).

Organizational politics is directly associate to job satisfaction thus good organizational politics leads to job satisfied since employees are empowered and motivated to perform tasks thus satisfied highly at work (Urbini et al., 2020).

Chapter Two: Literature review

Introduction

This chapter evaluated the various studies that have been conducted on the three variables that is to say: Organizational politics, employee engagement and job satisfaction. The section evaluates the theoretical literature on the variable's Organizational politics, employee engagement and job satisfaction.

Organizational politics

Valle and Witt (2001) defined organizational politics as actions that are inconsistent and conflicting with established organizational norms planned to encourage personal interest and are taken without regard for organizational goals. The perception of organizational politics theory developed by Ferris and Kacmar in 1989; the theory is on worker's feelings about political events in the workplace.

According to Anuradha (2012), perceptions of organizational politics are subjective interpretations of how the workplace is considered by people who involve political behaviors or policies that promote such behaviors. Politics perceptions have been revealed to have detrimental influence on employee products such as; absenteeism, anxiety and low job satisfaction. To them, the perception of an individual influences his/her satisfaction. Goodman, Evans and Carson (2011).

Employee engagement

According to Melcrum (2005), employee engagement van be viewed as an activity comprising of three areas which are feel, act and think. Think which is considered cognitive commitment shows the intellectual connection an employee has with an organization including

support and belief in the organizational objectives. Whereas feel is affective commitment which describes how emotionally an employee is connected to an organization.

They feel loyal, devoted and have a sense of belonging and are proud to work for the organization. Finally, act refers to the behavioral commitment. Employees are willing to commit to the organization in spite of the fact that there are other opportunities that exist elsewhere and will strive above normal expectations to improve organizational success. Macey and Schneider (2010) stated employee engagement is an elusive force that motivates employees' performance and that it is a desirable activity which focuses on the purpose of the organization.

Job satisfaction

According to Colquit, Lepine and Wesson (2013), job satisfaction is defined as the pleasurable emotional state resulting from the appraisal of employees' job or experience that is; it represents how employees feel, think, see and experience his/her present job. Workers with a minimum level of job satisfaction experience negative feelings when they think about their job.

Aziri, (2011) added that job satisfaction is the degree to which an employee is comfortable with the rewards received for the tasks performed especially in terms of intrinsic motivation. Which means that job satisfaction is not only affected by income level but also level of achievement, recognition, advancement and nature of job. Since the individuals' needs are not the same both extrinsic and intrinsic rewards fuel employee's job satisfaction.

Organizational politics and employee engagement

Donald, Bertha and Lucia (2016) argued that though organizational politics have some positive influence on employee engagement, if not well managed and minimized can lead to tension in the organization which may result in low employee engagement leading to lesser

productivity. According to Prerna, Nikhat and Srabasti (2014) suggest that it will require a kind of political skill that includes an aptitude to employ actions that support feelings of trust, confidence and sincerity.

Many other studies linking organizational politics and employee engagement found a negative relationship between the two for example Rosen and Levy (2009) who found that the perception of organizational politics among public sector employees relate negatively with affective engagement and job performance.

Hu (2010) in their research attempted to discover restraining effect of job insecurity which has been stated to be a factor in the relationship between organizational politics and employee engagement. He found that perceptions of organizational politics have a significant negative relationship with two measurements of employee engagements; affective and normative engagement. He also discovered in the same study that there is a positive relationship between perceived organizational politics and continuance employee engagement.

The Job Demands – Resource theory (JD-R; Bakker and Demerouti, 2007, 2014) provides a potentially useful explanatory framework which examines the association between organizational politics and engagement. Consistent with the JD-R theory, Crawford et al (2010) Meta analysis provided evidence of a significant yet relatively negative association between organizational politics and engagement.

Armstrong (2009) demonstrated that there is a relationship between the employee engagement and employee performance, what is not clear from his study is if engagement can be influenced by organizational politics in an organization.

Organizational politics and job satisfaction

Political activities largely impact employees' job satisfaction because they stimulate fuel negative reactions. When employees perceive politics in how salary increase and payment are allowed allocated to workers, their feelings about work environment will change drastically. Politics in salary decision and promotion policies will reduce the level of employee satisfaction. Employees react negatively if it is seen that the pay system based on political decision (Muhammad, Rizwan and Mudassar, 2009).

Aino and Sini (2009) revealed that the more that when politics is involved in salary decision- making, the less employee satisfaction and effectiveness of the organizational system. Harris (2004) carried out a study to show the effect of organizational politics on employees' job satisfaction, it was revealed that organizational politics had negative effect on employees' job satisfaction.

A study by Faye, K., & Ye, L. (2014) on 125 individuals working in diverse organizations in Senegal found that employees perceiving higher level of organizational politics were less satisfied with their job and reported lower level of organizational citizenship behavior and organizational commitment. Studies carried out in the public sector have similar results with those done in the private sector.

Employee engagement and job satisfaction

Organizational commitment has as significant impact on over all employee engagement. As this type of commitment increases, so does employee engagement (Schaufeli and Salanova, 2007). This can also contribute to overall job satisfaction, better performance, less days off, better health, proactivity and more motivation.

A study by Abdulwahab S. Bin Shmailan 2015 examined the relationship between employee satisfaction and performance. The literature confirms that satisfied employees do perform better and contribute to the overall success of an organizations. On the other hand, employees who are not satisfied do not perform well and become a barrier to success. The research suggests that this is a global phenomenon and by focusing on improving satisfaction and performance, organizations can be more successful. It is in the best interest for them to determine ways to improve employee satisfaction. One sure way is to make sure that the right people are selected for the right jobs. If this is not done, both satisfaction and performance will suffer.

In research conducted by Mary St Bernard Johnson (2010), she determined that organizations need to have leaders who have excellent abilities at achieving their core if the organization is to be a global player in the economy. The team leadership must be engaged to produce excellent performance. To be engaged, there must be commitment from the top of the organization. Engagement can be a very long process for organizations (Markos and Sridevi, 2010). They also believe that poor management leads to disengaged employees and a lack of commitment.

Recent research conducted by Sakovska (2012) believes that “employee engagement is influenced by three conditions: meaningfulness, safety and availability”. In her research, she also found that if employees like their job and find it significant they will be more self-directed and motivated to grow in the organization.

Conclusion

This chapter presents some of the previous studies on topics that are related to the subject of study, from the Internet, libraries and theses for master's and Ph.D. researchers, to identify the methodology, findings, and recommendations.

Hypotheses

The following hypotheses were tested:

1. There is no significant relationship between organizational politics and employee engagement among the employees of Reach a Hand Uganda.
2. There is no significant relationship between organizational politics and job satisfaction among the employees of Reach a Hand Uganda.
3. There is no significant relationship between employee engagement and job satisfaction among the employees of Reach a Hand Uganda.

Chapter Three: Methodology

This chapter describes methods of data collection with selection; research design, population, sample size and sampling technique, instrument, procedure, quality control, data management, data analysis, anticipated limitations and references.

Research design

This research employed a quantitative approach in particular the co relational survey design. This involves use of co relation co efficient in order to assess a relationship between Organizational politics, employee engagement and job satisfaction.

Population

For this research study, the target population was 40 respondents both female and male employees of Reach a Hand Uganda in Kampala.

Sample size

To determine the sample size for the research study, the Krejcie and Mogan's 1970 table is used. The sample size was 40 using the simple random sampling technique. This technique is a subset of statistical population in which each member of the subset has an equal opportunity to participate or be selected.

Instrument and measurement

A self-administered closed ended questionnaire was employed for this research. The questionnaire comprised of four sections that is; Section A comprised of Personal Data, Section B measured Organizational politics, Section C measured Employee engagement, and Section D measured Job satisfaction.

Organizational politics was measured with a scale by Kacmar, K.M. & Ferris, G.R. (1993). Employee engagement was measured with a scale by Schaufelli, W.B., & Salanova, M. (2002). Job satisfaction was measured with a scale by Warr, P., Cook, J., & Wall, T. (1979).

Quality control

To control the quality of data that that was collected, the researcher ensured that the validity and reliability of the tool or instrument were assessed. Validity refers to the extent to which the test instrument measures what is intended to measure so that the data can be interpreted and generalized to other populations. Reliability on the hand refers to the extent of accuracy consistence and repeatability of the researcher's outcomes of the study. This was done by taking a sample of the questionnaire to the supervisor for examination and approval. Organizational politics scale had a cronbach alpha of 0.70, Employee engagement scale had a cronbach alpha of 0.855 and Job satisfaction scale had a cronbach alpha of 0.955.

Procedure

Upon the approval of the dissertation by the supervisor, the researcher proceeded to seek an acceptance slip from the Department Secretary which was presented to the manager of Reach a Hand Uganda. The employees then were administered to questionnaires for them to respond and participate. After the respondents exhausted all the questions, the questionnaires were collected and used to analyze the data obtained and test the hypothesis.

Data management

In section A: age was encoded as below 19 years, between 20 and 25 years, between 26 and 30 years and above 31 years being coded from 1 to 4 respectively. Gender was encoded as m= 1 and f= 2. Marital status was stated as single, married, divorced, separated and widowed being

coded as 1 to 5 respectively. Years at work was stated as 1 to 5 years, 6 to 10 years, 11 to 15 years, 16 to 20 years and 25 years and above which was coded from 1 to 5 respectively. The responses of organisational politics were measured on a 5-point scale. The responses of employee engagement were measured on a 5-point scale and coded as Excellent =1 and Better =2, Good = 3, Fair =4, Poor =5, while responses of job satisfaction were measured on a 5-point scale.

Data analysis

The data was translated into frequency percentage and presented in a tabular manner for each respondent. Hypotheses were then tested using different statistical tests. Descriptive statistics were obtained including frequencies percentage and means for each variable. The hypotheses were tested using Pearson's correlation.

Ethical consideration

For this the researcher ensured that the respondents' information is kept confidential. To do that, the participants' identities and information were anonymous since the data which collected was for study purposes. In addition, to carry out the collection, the researcher first received consent from the participants and also give them a brief detail about the research thus they are allowed to agree to participate or decline. The participants' names and addresses were not be required as they could be used to reveal their identity.

Anticipated challenges

The members of the organization were quite few that is; not more than 50 which made it hard to draw a sizeable sample population. Also, they are usually travelling around the country for work so it took quite some time to hand the questionnaires to each member and collect them due

to their schedules. To overcome this the researcher waited till when the organization has its planning meeting for the month to distribute the questionnaires.

Chapter Four: Results and Interpretation

This chapter includes results and Interpretation of findings in line with the objectives and hypothesis. Data is presented inform of frequencies and percentages followed by correlations between the variables.

Descriptive data

The background information or sample characteristic of the respondents were mainly on age, sex, marital status, level of education and time spent in job which are presented in the table below.

Table 1: Age of respondent

		Frequency	Percent
Valid	18 years to 29 years	24	60.0
	30 years to 39 years	7	17.5
	40 years to 49 years	6	15.0
	50 years and above	2	5.0
	5	1	2.5
	Total	40	100.0

Table 1 presents the information of respondent's age. Results show that respondents between 18-29 years age group attained the highest number of respondents with (60%) followed by 30-39 years with 7 (17.5%), 40-49 years with 6 (15%), 50 and above years with 2 (5%).

Table 2: Sex of respondent

		Frequency	Percent
Valid	Male	23	57.5
	Female	17	42.5
	Total	40	100.0

Table 2 presents the sex of respondents that took part in this research study. It shows that

males (23) respondents who obtained a percentage 57.5% outnumbered the female respondents who were (17) respondents represented by a percentage of 42.5%. The research therefore concluded that males are slightly more involved in physical activity more than females.

Table 3: Marital status of respondents

		Frequency	Percent
Valid	Married	15	37.5
	Divorced	1	2.5
	Single	23	57.5
	Widowed	1	2.5
	Total	40	100.0

Table 3 shows the marital status of the respondents whereby most of the respondents (23) with a percentage of (57.5%) are single then 15 respondents with a percentage of (37.5%) who are married, 1 respondent (2.5%) were divorced and lastly 1 respondent (2.5%) were widowed.

Table 4: Level of education of respondents

		Frequency	Percent
Valid	Certificate	15	37.5
	Diploma	8	20.0
	Degree	17	42.5
	Total	40	100.0

Table 4 shows the level of education of the respondents where most of the respondents (17) with a percentage of (42.5%) are bachelor's degree holders then 15 respondents with a percentage of (37.5%) who have a certificate and 8 respondents (20%) who have diploma holders.

Table 5: Time spent at Reach a hand

		Frequency	Percent
Valid	less than 5 years	40	100.0

Table 5 above shows that all respondents spent less than 5 years in the job.

Inferential data

Table 6: Correlation between organisational politics and employee engagement

		Organisational politics	Employee engagement
Organisational politics	Pearson Correlation	1	-.107
	Sig. (2-tailed)		.516
	N	40	39
Employee engagement	Pearson Correlation	-.107	1
	Sig. (2-tailed)	.516	
	N	39	39

Hypothesis 1 stated that organisational politics and employee engagement are not significant related. The results in table 6 above show ($r=-.107$ and $p=.516$), since p value is greater than the level of significance of 0.05, we retain the null hypothesis and conclude that organisational politics and employee engagement are not significantly related. This means that organisational politics does not influence employee engagement.

Table 7: Correlation between employee engagement and job satisfaction

		Employee engagement	Job satisfaction
Employee engagement	Pearson Correlation	1	.805**
	Sig. (2-tailed)		.000
	N	39	39
Job satisfaction	Pearson Correlation	.805**	1
	Sig. (2-tailed)	.000	
	N	39	40

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

Hypothesis 2 stated that employee engagement and job satisfaction are not significant related. The results in table 7 above show ($r=.805^{**}$ and $p=.000$), since p value is less than the level of significancy of 0.01, we reject the null hypothesis and conclude that employee engagement and job satisfaction are significantly related. This means that increase in employee engagement leads to increase in job satisfaction of employees.

Table 8: Correlation between engagement organisational politics and job satisfaction

		Organisational politics	Job satisfaction
Organisational politics	Pearson Correlation	1	-.369*
	Sig. (2-tailed)		.019
	N	40	40
Job satisfaction	Pearson Correlation	-.369*	1
	Sig. (2-tailed)	.019	
	N	40	40

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

Hypothesis 3 stated that organisational politics and job satisfaction are not significant related. The results in table 8 above show ($r=-.369^*$ and $p=.019$), since p value is less than the level of significancy of 0.05, we reject the null hypothesis and conclude that organisational politics and job satisfaction are negatively significantly related. This means that increase in organisational politics leads to decrease in job satisfaction of employees.

Chapter Five: Discussion, Conclusion and Recommendation

Introduction

Chapter 5 entails the discussion of the findings obtained from the data analyzed, presented and interpreted on chapter Four. This chapter is presented in three parts, the first part includes discussions of the findings, the second part includes discussions of the findings and the third part includes the recommendations and the final part includes suggestions for further research.

Organisational politics

Valle and Witt (2001) defined organizational politics as actions that are inconsistent and conflicting with established organizational norms planned to encourage personal interest and are taken without regard for organizational goals. The perception of organizational politics theory developed by Ferris and Kacmar in 1989; the theory is on worker's feelings about political events in the workplace.

According to Anuradha (2012), perceptions of organizational politics are subjective interpretations of how the workplace is considered by people who involve political behaviors or policies that promote such behaviors. Politics perceptions have been revealed to have detrimental influence on employee products such as; absenteeism, anxiety and low job satisfaction. To them, the perception of an individual influences his/her satisfaction. Goodman, Evans and Carson (2011).

Employee engagement

According to Melcrum (2005), employee engagement can be viewed as an activity comprising of three areas which are feel, act and think. Think which is considered cognitive commitment shows the intellectual connection an employee has with an organization including including support and belief in the organizational objectives. Whereas feel is affective commitment

which describes how emotionally an employee is connected to an organization. They feel loyal, devoted and have a sense of belonging and are proud to work for the organization. Finally, act refers to the behavioral commitment.

Employees are willing to commit to the organization in spite of the fact that there are other opportunities that exist elsewhere and will strive above normal expectations to improve organizational success. Macey and Schneider (2010) stated employee engagement is an elusive force that motivates employees' performance and that it is a desirable activity which focuses on the purpose of the organization.

Job satisfaction

According to Colquit, Lepine and Wesson (2013), job satisfaction is defined as the pleasurable emotional state resulting from the appraisal of employees' job or experience that is; it represents how employees feel, think, see and experience his/her present job. Workers with a minimum level of job satisfaction experience negative feelings when they think about their job.

To support this, Satts and Aziri, (2011) added that job satisfaction is the degree to which an employee is comfortable with the rewards received for the tasks performed especially in terms of intrinsic motivation. Which means that job satisfaction is not only affected by income level but also level of achievement, recognition, advancement and nature of job. Since the individuals' needs are not the same both extrinsic and intrinsic rewards fuel employee's job satisfaction.

Relationship between organisational politics and Employee engagement

Findings suggest that there is no relationship between organisational politics and employee engagement. This means that organisational politics does not influence employee engagement at work.

Results are not in agreement with Donald, Bertha and Lucia (2016) who argued that though organizational politics have some positive influence on employee engagement, if not well managed and minimized can lead to tension in the organization which may result in low employee engagement leading to lesser productivity. Results are also not in agreement with Prerna, Nikhat and Srabasti (2014) suggest that it will require a kind of political skill that includes an aptitude to employ actions that support feelings of trust, confidence and sincerity.

Findings are not in line with Rosen and Levy (2009) who found that the perception of organizational politics among public sector employees relate negatively with affective engagement and job performance. Results are also not in line with Hu (2010) in their research attempted to discover restraining effect of job insecurity which has been stated to be a factor in the relationship between organizational politics and employee engagement. He found that perceptions of organizational politics have a significant negative relationship with two measurements of employee engagements; affective and normative engagement. He also discovered in the same study that there is a positive relationship between perceived organizational politics and continuance employee engagement.

Results are not in agreement with Bakker and Demerouti, (2007, 2014) who provides a potentially useful explanatory framework which examines the association between organizational politics and engagement. Consistent with the JD-R theory, Crawford et al (2010) Meta analysis provided evidence of a significant yet relatively negative association between organizational

politics and engagement. Results are not in agreement with Armstrong (2009) demonstrated that there is a relationship between the employee engagement and employee performance, what is not clear from his study is if engagement can be influenced by organizational politics in an organization.

Organisational politics and job satisfaction

Results are in agreement with Urbini et al., (2020) whose study to investigate the mediating mechanism of organisational politics in the relationship between job satisfaction and organizational citizenship behaviors. There results showed that Job Satisfaction was positively related to organisational politics, which, in turn, was positively related to both organizational citizenship behaviors. Organisational politics is fully mediated the relationship between job satisfaction and organizational citizenship behaviors. The study sheds new light on this mechanism useful for organisational politics. It also helps us to better understand how satisfied and engaged employees are willing to adopt positive organizational behaviors (Urbini et al., 2020).

Results are in agreement with Mudassar (2009) Political activities largely impact employees' job satisfaction because they stimulate fuel negative reactions. When employees perceive politics in how salary increase and payment are allowed allocated to workers, their feelings about work environment will change drastically. Politics in salary decision and promotion policies will reduce the level of employee satisfaction. Employees react negatively if it is seen that the pay system based on political decision (Muhammad, Rizwan and Mudassar, 2009).

Results are in agreement with Aino and Sini (2009) revealed that the more that when politics is involved in salary decision- making, the less employee satisfaction and effectiveness of the organizational system. Harris (2004) carried out a study to show the effect of organizational

politics on employees' job satisfaction, it was revealed that organizational politics had negative effect on employees' job satisfaction.

Results are in agreement with Faye (2014) on 125 individuals working in diverse organizations in Senegal found that employees perceiving higher level of organizational politics were less satisfied with their job and reported lower level of organizational citizenship behavior and organizational commitment. Studies carried out in the public sector have similar results with those done in the private sector.

Employee engagement and Job satisfaction

Results are in agreement with Organizational commitment has as significant impact on over all employee engagement. As this type of commitment increases, so does employee engagement (Schaufeli and Salanova, 2007). This can also contribute to overall job satisfaction, better performance, less days off, better health, proactivity and more motivation.

Results are in agreement with Abdulwahab S. Bin Shmailan 2015 examined the relationship between employee satisfaction and performance. The literature confirms that satisfied employees do perform better and contribute to the overall success of an organizations. On the other hand, employees who are not satisfied do not perform well and become a barrier to success. The research suggests that this is a global phenomenon and by focusing on improving satisfaction and performance, organizations can be more successful. It is in the best interest for them to determine ways to improve employee satisfaction. One sure way is to make sure that the right people are selected for the right jobs. If this is not done, both satisfaction and performance will suffer.

Results are in agreement with Mary St Bernard Johnson (2010), she determined that organizations need to have leaders who have excellent abilities at achieving their core if the

organization is to be a global player in the economy. The team leadership must be engaged to produce excellent performance. To be engaged, there must be commitment from the top of the organization. Engagement can be a very long process for organizations (Markos and Sridevi, 2010). They also believe that poor management leads to disengaged employees and a lack of commitment.

Results are in agreement with Sakovska (2012) believes that “employee engagement is influenced by three conditions: meaningfulness, safety and availability”. In her research, she also found that if employees like their job and find it significant they will be more self-directed and motivated to grow in the organization.

Conclusion

The study aimed at examining the relationship between organizational politics, employee engagement and Job satisfaction among employees at Paramount Hospital in Uganda. This is because good organisational politics lead to employee engagement and job satisfaction of employees thus effective organisational growth and quality product outputs. Continuous employee engagement of individuals at work is healthy to the institution and in return reads to employee job satisfaction hence leading to high organisational performance and reduces employee turnover.

Recommendations

According to the study, this research recommends the following:

Managers should have good set organisational policies and politics so there is motivation for employee engagement at work places to enable job production and satisfaction thus will lead to high performance of both organisation and employees.

Employers should assign responsibilities to eligible or qualified workers rather than favor out some individuals which often causes a bad work environment which in turn affects organisational performance.

Suggestions for Further Research.

Researchers should carry out a wide coverage to acquire more information about employees and employers all over the country. The need to involve organisational activities to improve on work performance and results should also be studied further.

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Appendix

Appendix 1: Research Questionnaire

Section A: Personal Data

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 Reach a Hand Uganda

-
- 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 organisation.	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

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Section C: 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.					
7.	<i>Dedication (DE)</i>					
8.	To me, my job is challenging.					
9.	My job inspires me.					
10.	I am enthusiastic about my job.					
11.	I am proud on the work that I do.					
12.	I find the work that I do full of meaning and purpose.					
13.	<i>Absorption (AB)</i>					
14.	When I am working, I forget everything else around me.					
15.	Time flies when I am working.					
16.	I get carried away when I am working.					
17.	It is difficult to detach myself from my job.					
18.	I am immersed in my work.					
19.	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 organisation 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

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