Organizational Politics, Employee Engagement and Job Satisfaction among the

Administrators of Makerere University
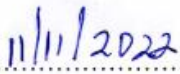
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A dissertation submitted to the school of psychology in partial fulfillment for the a ward of

a bachelor's of industrial and organizational psychology of Makerere University

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Declaration

I Kataike Viola, declare that this research dissertation is my own product and the work in here has not been submitted to Makerere University or any other institution of learning.

Signature.................................... Date.11/11/2022............

Kataike Viola

Approval

I certify that the candidate has been under my supervision and the research dissertation presented is original and meets the minimum requirements. For the award of a degree in bachelor of Industrial and Organizational psychology.

Signature ....   Date ....

Dr. Nantamu Simon.

Supervisor.

Dedication

I dedicate this research dissertation to my family, friends and relatives and in a special way to the Program implementation team of MasterCard foundation scholars' program at Makerere University for the guidance, moral and financial support throughout my studies.

Acknowledgement

I greatly thank the Almighty God for the miraculous works He has done in my life, good health, blessings and more so his protection over me amidst this pandemic of Covid-19, university time and all that he has always safely protected and provided for me.

I pass my thanks and heartfelt gratitude to my supervisor Dr. Nantamu Simon for his mentorship and guidance, patience and advice that enabled me to come up with this proposal.

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Abstract

The major purpose of the study was to assess the relationship between Organizational Politics, Employee Engagement and Job Satisfaction among the Administrators of Makerere University. The specific objectives of the study were to examine the relationship between organizational politics and job satisfaction, Employee engagement and Job satisfaction, Organizational Politics and Job satisfaction. A Correlational study design was used in the study to establish the relationship between Organizational Politics, Employee Engagement and Job Satisfaction among the Administrators of Makerere University. The University staff have continuously faced a challenge of collectively having access to resources they rightly share either due to a certain group of people desiring full dominion on these or simply because some staff members are by default in a marginalized position to access these respires. As a result, majority have displayed tendencies of disengagement and desire to exit. The study, then investigated the various factors which could ensure positive organizational politics, increased employee engagement and reduced turn over.

Chapter One

Introduction

Organizational politics remains an inevitable aspect of organizations in the modern world. Much as the modern age has come with a rise in the number of organizations, it has also come with an overwhelming increase in the number of highly qualified workforce which cannot be consumed by the organizations. More so, most employees desire to achieve and attain success so fast even if they employ unprofessional techniques because the ever-increasingly challenging modern climate incapacitates organizations thus not able to provide them with satisfying avenues that guarantee them swift pathways to self-actualization (Raziq and Maulabakhsh, 2015). Employees are human beings who desire to achieve their goals in all possible ways and this brings into existence, the organizational politics which may not resonate with the conventional culture and norms of the organizations.

Organizational politics are understated, subdued, and widespread and exert much influence on organizational processes and eventually affect organizational performance as it is embedded within the organization's workforce. The behaviors of employees have overtime been shaped by their interaction with the organizational activities and in the process, they have accumulated experience, skills, competencies, and peculiarities that make them dynamic both within and outside their work environment (Fedor et al., 2008). The consistent expression of employees accrued experience, skill, competence, and peculiarities through varied strategic communication processes with an overarching aim of achieving desired objectives in the workplace have given rise to organizational politics (Drory and Vigoda-Gadot, 2010; Gotsis & Kortezi, 2010). So

organizational politics is arguably a social constructed process and requires context-specific understanding for it to be addressed or regulated.

Several researchers have studied the concept of organizational politics and its effects on stress, burnout, staff turnover and retention and job satisfaction (Chang et al., 2009; Vigoda-Gadot and Talmud, 2010; DeGhetto et al., 2017). This organizational politics is highly attributable to the behaviors of people working in the organization who, beyond working towards achieving the organizational goals, work behind the scenes to achieve their own personal goals which may be working against the organizational goals, vision and mission which may in turn affect the rest of the staff.

Most scholars and researchers have broadly defined organizational politics and most definitions are highly attributed to individual self-interests of organizational staff. According to Hochwarter and Thompson, 2010, p. 1372), organizational politics is defined as "self-serving, contradictory to organizational objectives, and premeditated to cause individuals, groups and or entities harm". This is similar to a definition by Kacmar and Baron (1999) who argue that it "involves actions by individuals that are directed toward the goal of furthering their own self-interests without regard for the well-being of others or their organization". This concept of organizational politics can also be assimilated to power or authority that individuals exploit to their own advantage. Organizational politics are informal, unofficial, and sometimes behind-the-scenes efforts to sell ideas, influence an organization, increase power, or achieve other targeted objectives (Brandon & Seldman, 2004; Hochwarter, Witt, & Kacmar, 2000). Organizational politics being self-serving, devious and manipulative behavior of employees towards their work environment, are known to be causing adverse and more damaging costs to other employees or to the organization. It is however important to note that organizational politics components consist both

positive and negative aspects and these include "(1) building and using relationships, (2) building personal reputation, (3) controlling decisions and resources, (4) influencing decision-making, and (5) the use of communication channels" (Landells and Albrecht, 2015).

Some of the side effects of organizational politics relate to employee engagement and job satisfaction. Few researchers have argued that organizational politics significantly affect employee engagement negatively (Byrne et al., 2017; Landells and Albrecht, 2017) with few scholars testing this relationship empirically such as (Eldor, 2016; Landells and Albrecht 2019) meaning that it has been under-studied. According to Schaufeli et al., (2002) engagement is defined as "positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption". Employee engagement is a vital construct in daily business of the organizations because it is a motivational construct which mediates the relationships between job and work autonomy and self-efficacy of individuals; between positive individual and organizational outcomes such as individual well-being, job performance, and competitive advantage (Bakker and Demerouti, 2007, 2014). This therefore requires more research into investigating the relationship between organizational politics and employee engagement.

In addition to negatively affecting employee engagement, organizational politics also negatively affects job satisfaction either directly or indirectly through engagement as a mediating factor. The negative use of power and influence by some organizational employees has a far-reaching negative impact on the employee's performance at work and has the ability to cause inequalities among the employees thus incapacitating the employees to work towards individual and organizational success and achievement (Gad and Elsayed 2021). This therefore may result in low job satisfaction among employees. There is a need to adequately study this relationship and how it is mediated by poor employee engagement.

According to TIM SMITH business report updated on 16th, December 2020 checked by DANIEL RATHBURN, Employee engagement is a <u>human resources</u> (HR) concept that describes the level of enthusiasm and dedication a worker feels toward their job. Employee engagement can be critical to a company's success, given its clear links to job satisfaction and employee morale. Engaged employees often develop an emotional connection to their job and company, and will be focused on working toward their organization's goals.

Job satisfaction is a component that is extensively conversed and earnestly researched in the fields of industry, organization politics, management, administration and human resource management. Job satisfaction also plays a central part in analyzing the behavioral traits of the individual within the working environment. Job satisfaction is considered imperative due to the reason of its interrelationship to the goals and objectives of the organization (Cranny, Smith, Stone, 1992). There are two kinds of hypothesis that interrelate and influence job satisfaction; these are called "triggers and mediators". The trigger is defined as an experience that might be connected or unconnected to the job. These triggers may lead to changes in one's performance, one's personality or position. The other kind of hypothesis which is known as mediator, it is a condition that generates communication. (Hagedorn, 2000).

Problem Statement

Organizational politics has been one of the most complicated aspects of managing the organizations in this modern world. The current economic meltdown and other crises such as COVID-19 have engineered numerous changes in the management of organizations that are continuously facing challenges such as stiff competition among organizations and the limited available resources required to support their proper functioning. Since organizational politics is dominated by human behavior, especially the employees, it has increasingly become hard to

manage it in the current situations thus seeing other vital aspects of the organizations such as employee engagement, and development being negatively affected thus low job satisfaction among the employees which is directly related to poor employee performance. This does not only affect the individual employees but also constitute a significant negative impact on the overall functioning of the organizations which threatens their existence. Therefore, without fully understanding how organizational politics affects the employees and the organizations at large in a people dominated organization will put organizations at a high risk of disappearing from the business and also employees losing their jobs as well as affecting the service users negatively. Politics lowers the output, concentration and eventually affects productivity of the organization. The higher the perception of organizational politics means the lower job satisfaction and the less engagement of employees. Therefore, this study seeks to examine the relationship between organizational politics, employee engagement and job satisfaction.

Purpose of the Study

The purpose of the study was to examine the relationship between organizational politics, employee engagement and job satisfaction among the staff of Makerere University.

Objective the Study

The study was guided with the following objective

To examine the relationship between organizational politics and employee engagement among Makerere University administration.

1. To examine the relationship between organizational politics and job satisfaction among administration of Makerere university.

2. To examine the relationship between employee engagement and job satisfaction among Makerere University administration.

Significance of the Study

The study is being taken in the fulfillment of bachelor degree in industrial and organizational psychology at Makerere University.

This study is significant for academics, researchers, organization and the ministry of education. The study contributes to the existing body of knowledge by providing the relationship that exists between organizational politics, employee engagement and job satisfaction.

The study will provide the relevance of organizational politics, employee engagement, and job satisfaction to Industrial and organizational psychologists, policy makers like administrators, human resource personnel and department heads may use findings for basic drafting policies, program implementation and planning to cease organizational politics as well as promote employee engagement and job satisfaction.

Regarding the results of the study indicating that there is high level organizational politics, less employee engagement and less level of job satisfaction, the manager and director of the organization should come up with suitable measures necessary for boosting employee engagement, employee motivation and reducing politics among the employees.

Scope of the Study

Sampling Scope

The sampling scope focused on the staff of Makerere University

Content scope

The content scope focused on organizational politics, employee engagement and job satisfaction.

Organization politics involves the desire for organizational norms, organizational knowledge, commitment, and compassion. Organizational Norms is a set of rules for human behavior in the

organization. Organizational Norms regard information sharing as usual, correct and socially expected workplace behavior (Constant et al., 1994, p.404); Organizational knowledge is the sum of all knowledge contained within an organization that can provide business value. It may be gained from intellectual property, product knowledge, lessons of failure and success, conferences, or customer communications, just to name a few sources. Organizational commitment is described as the psychological attachment of an employee for the company he works. It plays a crucial role in assessing the loyalty of the employee towards his <u>organization</u> and whether it will lead to his retention in the firm; Compassion referred to an empathetic emotional response to another person's pain or suffering that moves people to act in a way that will either ease the person's condition or make it more bearable' <u>Lilius et al. (2003, p.4)</u>.

Employee engagement is depicted by energy, dedication and resilience. Energy is characterized by the high levels of physical efforts and mental absorption and adaptation to work, difficult exertion of strength or will to accomplish a task; Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Reliance is a key aspect of engagement, because it helps individuals rebound from negative events. For example, a poor performance review or an unexpected change in a project can figuratively derail the employee's momentum, thereby resulting in disengagement and reduced performance.

Job satisfaction comprises task identity and task significance; Task identity is the overall extent to which - a job is done from the start point A to finish point B; The extent to which the outcome is predicted or visible. Task significance is the degree to which employees perceive their work as significantly impacting other people within or outside of the organization, but the JCM specifies that only when workers have a sense that their work positively impacts the well-being of

other people will they have greater meaningfulness. (The Job Characteristics Model; Hackman & Oldham, 1976).

Conceptual Framework
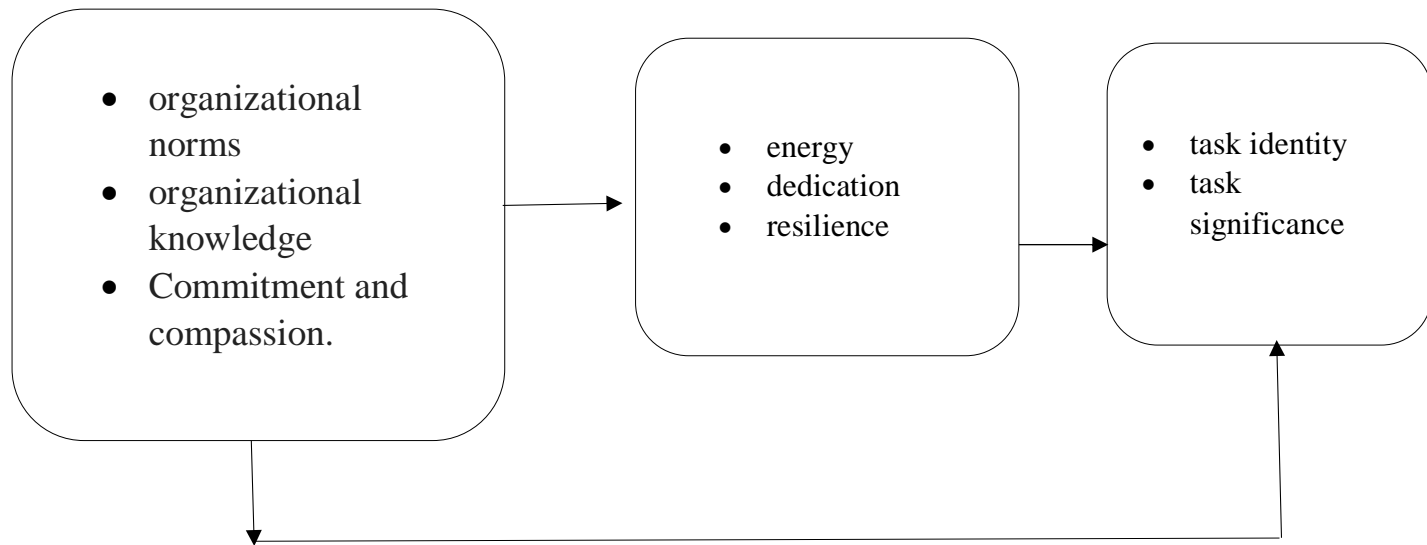
Figure 1: *Conceptual framework illustrating the relationship between organizational politics, employee engagement and job satisfaction*

The conceptual framework above shows that organizational politics is directly related employee engagement. This means that an organization with employees who are less engaged in politics because they take their work as of great importance and always seek out opportunities to perform. However, high organizational politics is detrimental to both the organization and the employees and this may have an indirect effect on employee engagement due to high levels of mistrust, exploitation and unfair treatment and appraisals (Ferris and Kacmar, 1992).

In addition, organizational politics is shown by the conceptual framework to be significantly associated with job satisfaction. High level of organizational politics yields job dissatisfaction among employees as majority employees feel unappreciated and appraised poorly. Organizational

politics always interfere with organizational business normal processes such as promotions, decision-making and rewards thus lowering job satisfaction (Rim, Yang & Lee 2016). However, low level of organizational politics means that employees work better with others without being used for individual interests.

The conceptual framework also shows that employee engagement is directly related to job satisfaction. As discussed by various scholars, that the manifestations of the benefits of a high level of employee engagement can be through higher work performance, higher job satisfaction, lower intentions and actual staff turnover and many others (Guan et al., 2020; Verčič, 2021 and Kamalanabhan et al., 2009). Whereas less employee engagement demotivates employees which results into low job satisfaction and sometimes poor performance and staff turnover.

Chapter Two

Literature Review

Introduction

This chapter called to read about what other researchers had done on organizational politics, employee engagement and job satisfaction.

The chapter comprised of three (3) main sections which explained the relationships among the variables, the first section with organizational politics and employee engagement, the second section with organizational politics and job satisfaction and the third section with employee engagement and job satisfaction.

Organizational Politics

Aristotle (1934) portrayed the idea of politics as a 'master-craft' and thus is a tolerable and practical social phenomenon (Provis in Vigoda-Gadot & Drory, 2006: 98). However, in general, organizational politics is often defined as the behavior that is aimed at safeguarding the self-interest of an individual at the cost of another (Allen et al, 1979: 77; Drory & Vigoda-Gadot, 2010: 195; Ferris et al, 1989: 145; Gotsis & Kortezi, 2010: 498; Latif et al, 2011; Vigoda-Gadot & Kapun, 2005: 252), and this behavior often conflicts with the organizational goals (Ladebo, 2006: 259; Sussman et al, 2002: 314; Vigoda-Gadot, 2007: 665).   Consequently, according to Beugré & Liverpool (in Vigoda-Gadot & Drory, 2006), organizational politics is an 'antisocial' behavior (2006: 124).

 Consequently, there are two ways of viewing organizational politics: either as a symptom of social influence processes that benefit the organization, or a self-serving effect that goes against the organizational goals (Mintzberg, 1985: 148; Gotsis & Kortezi, 2010: 498). Nevertheless, the

concept of organizational politics is a key social influence process that can be either functional or dysfunctional to employees and organizations (Allen et al, 1979: 82).

Organization politics involves the desire for organizational norms, organizational knowledge, commitment, and compassion. Studies show that individuals with political skills tend to do better in gaining more personal power as well as managing stress and job demands, than their politically naive counterparts. They also have a greater impact on organizational outcomes.

Employee Engagement

Employee engagement is explained by energy, dedication and resilience. Hewitt Organization (2001) referred to employee engagement as the extent employees are willing to stay in the company and work hard for the company, reflected in three aspects: 1) ─Say‖: employees use a positive language to describe their company, colleagues, and their jobs. 2) ─Stay‖: employees strongly hope to be a member of the company, want to stay in the company for a long time, instead of using existing jobs as a temporary transition. 3) ─Strive‖: employees are willing to devote extra effort to work for the success of the company. Towers organization (2001) defined employee engagement as the degree of willingness and ability of employees to help companies succeed, dividing it into rational engagement and sensuous engagement. Rational engagement generally involves the relationship between individuals and companies, such as the degree of employees' understanding of their roles and departmental roles. When work can bring money, professional skills or personal development and other benefits, employees will generate a sense of rational engagement. Sensuous engagement depends on employee satisfaction, and the sense of self-achievement from a job as a member of the organization (Fang et al., 2010). Xie (2006) pointed out that employee engagement is employee' dedication to a profession, including hard work, dedication to the company, loyalty to the boss, and self-confidence.

Schaufeli et al. (2002) defined engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption, and a more persistent and pervasive affective-cognitive state that is not focused on any specific object, event, individual, or behavior. Harter et al. (2002) defined employee engagement as the individual's involvement and satisfaction with as well as enthusiasm for work. Zeng and Han (2005) referred to employee engagement as having a long-lasting, positive emotional and motivational state of awakening their work, ready to devote themselves to work at any time, and are accompanied by pleasant, proud, and encouraging experiences during work.

Job Satisfaction

Despite its video usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact, there is no final definition on what a job represents. Therefore, before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered.

Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach, although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus, he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964). One of the most often cited definitions on job satisfaction is the one given by Spector according to whom job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people

like or dislike their job. That's Why job satisfaction and job dissatisfaction can appear in any given work situation. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinants expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the workplace (Davis et al., 1985).

The Relationship between Organizational Politics and Employee Engagement

The existing studies and researchers have not exhaustively studied the link between organizational politics and employee engagement and this leaves a knowledge gap on this construct which is becoming more pronounced in work settings. Employee engagement has been predicted to be a strong predictor of a range of organizational, attitudinal, and behavioral outcomes (Carter et al., 2016). A few studies that have attempted to study the effect of organizational politics have found an indirect relationship between organizational politics and employee engagement (Landells &. Albrecht, 2019). The organizational politics and employee engagement relationship is blurry but if ignored would lead to detrimental effects in the organization. In particular, organizational politics has been framed as a threatening organizational feature that, when perceived by employees, is likely to have a detrimental effect on employees' behaviors (Cao & Zhou, 2021). Workplaces with high levels of politics are often characterized by distrust, unfair decision making and inequality (Ferris and Kacmar, 1992). To be specific, highly perceived organizational politics result in some employees engaging in political behaviors such as self-promoting and ingratiating, to protect self-interests rather than the greater good of the organization. For instance, employees tend to use influencing behaviors such as self-promotion and ingratiation

to earn higher performance ratings from supervisors (Judge and Bretz, 1994). However, there are employees who are highly engaged in their work-related tasks because they perceive it as the only way to achieve at work. These employees are less likely to engage in political behaviors. This is because these employees are often intrinsically motivated to fulfill their work objectives and they expect to be recognized and valued for their skills and in-role performance, rather for using ingratiation behaviors or self-promotion to create an image of self-confidence (Guo et al., 2019). When politics is perceived to be high, some employees are more likely to actively engage in political behaviors to influence supervisor evaluations. Hence, those employees who are highly engaged in their work, as opposed to organizational politics, receive less favorable performance evaluation from their supervisors. Those exercising politics endeavor to take advantage of those who are highly engaged in work-related activities and whenever it comes to evaluations, the most deserving employees are always robbed of their credit because of politicization of evaluation/performance appraisal. If those who are highly engaged in work-related tasks are always sidelined when evaluating, their efforts are not recognized and could therefore affect their engagement energy in the subsequent tasks hence a likelihood of affecting employee engagement significantly.

The Relationship between Organizational Politics and Job Satisfaction.

As clearly stated by Gull and Zaid (2012), organizational politics are partly the realities of every single organization. Organizational politics always interfere with organizational business normal processes such as promotions, decision-making and rewards, which significantly affect productivity and performance on both an organizational and individual level (Rim, Yang & Lee 2016). Besides, Budiasih et al. (2020) highlight that fairness and justice are unswervingly and substantially linked to political perceptions, which have more significant impact (both positive and

negative) on personnel satisfaction. Some studies have found that perceived organizational politics significantly affects job satisfaction negatively. However, most studies that have explored the relationship between organizational politics and job satisfaction have not yielded conclusive results thus a relationship that needs to be explored more. A highly politicized working environment may suppress unfair and unjust activities that are easily observed by employees. When an employee feels deprived and unfairly treated because of political considerations, he/she will be inclined to react initially by reducing voluntary obligation and attachment to the organization. These spontaneous attitudes and reactions are not directly controlled by the organization and are expected to change more easily in response to disappointment with the workplace. Several empirical studies have shown that politics not only stagnate employees' progress at work but also cause inequalities among employees at the workplaces (Yang, 2017; Zibenberg, 2017). There is strong evidence from analytical studies that suggests that workplace politics provokes stress and negative feelings towards the job (Landells & Albrecht, 2017). Because of this, political agendas are unwanted by employees (Erkutlu & Chafra, 2016) and if the workplace is submerged by politics, employees' well-being becomes compromised thus low job satisfaction.

The Relationship between Employee Engagement and Job Satisfaction

Employee engagement is one of the key areas of focus to the human resource processes known as "High Performance Work Systems" which human resource managers capitalize on to ensure that there is high performance among the employees (Reissová and Papay 2021). In recent studies, it is clearly documented that effective employee engagement benefits not only the employees but also the organization at large. A high level of employee engagement is desirable because it brings a number of positive effects. Researchers argue that the manifestations of the

benefits of a high level of employee engagement can be through higher work performance, higher job satisfaction, lower intentions and actual staff turnover and many others (Guan et al., 2020; Verčič, 2021 and Kamalanabhan et al., 2009). The main areas in which the benefit of a high degree of engagement can be observed are higher work performance, higher job satisfaction, lower potential turnover, and many others (Reissová and Papay 2021). In addition, in higher level organizations/institutions, high employee engagement is also reflected in the service climate and higher employee performance and it will subsequently be reflected in customer loyalty (Salanova et al., 2005). This is an indication that employee engagement has the ability to shape the outlook of the organization in a way that can act as the organizations' competitive advantage since employees feel comfortable to keep at the organization because they feel they are part of the organization and at the same time achieve high job satisfaction. Given the benefits that employee engagement brings, it is plausible enough to pay attention to how employee engagement interacts with job satisfaction thus providing a deeper understanding of this relationship thus vital for human resource managers as they innovate ideas to achieve high both at the organizational level and the individual employees.

Hypothesis.

 In this study the following hypothesis were tested;

1. Organizational politics will significantly influence related to employee engagement among the employees of Makerere University.
2. Employee engagement will influence job satisfaction among the staff of Makerere University
3. Organizational politics will significantly influence job satisfaction among the staff of Makerere University.

Chapter Three

Methodology

This chapter provided the methods that were used to collect and analyze data. It included research design, population, sample, instruments, measures, procedure, quality control, data management, data analysis, anticipated problems, and references.

Research Design

The study used a correlational research design to examine the influence of organizational politics, employee engagement and job satisfaction action in a descriptive way. A correlational research design refers to research design which is used by the researchers to describe and measure the degree of relationship between two or more variables or set of scores. Cresswell, J.A. (2008). It is a procedure in which subjects' scores on two variables are simply measured without manipulation of any variables to determine whether there is a relationship. The study intended to determine whether and to what degree a relationship exists between three quantifiable variables, correlational research design helped to determine prevalence and relationship among the variables and to forecast events from current data and knowledge.

Population

The study population included approximately 90 of the staff of Makerere University. These employees comprised both male and female staff.

Sample Size and Sampling Strategy

Using Krejcie and Morgan table, the number of respondents w forty (40) given that the total population is , the study sample was selected using the convenient sampling method which is a type of nonprobability or nonrandom sampling where members of the target population that meet

certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study (Ilker Etikan et al., 2016). The importance of this method was that it is affordable, easy and the subjects were readily available (Ackoff 1953). Data about the demographic variables such as age and gender, is to be collected for inclusivity and a convenience sampling is to be used for data collection.

Instruments /Measures.

The instrument used was a structured self-administered questionnaire comprising closed-ended questions. The questionnaire was divided into four sections, (A, B, C and D)

Section A captured the bio data including age, gender, and educational background

Section B, organizational politics measured with a commonly used five-item measure of organizational politics developed by Kacmar, K.M. @ Ferris, G.R. (1993). Each item was measured on a 5-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

Section C measured employee engagement using Schaufeli, W.B., and Salanova, M. (2002) 5-item. Each item was rated on a 5-point Likert scale ranging from 1= strongly disagree to 5= strongly agree.

Section D measured job satisfaction using the 5-item scale developed by Warr, P., Cook, J., & Wall, T. (1979). This measure included 15 items to determine overall job satisfaction. Each item was rated on a 5-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

Procedure

The researcher obtained an introductory letter from the School of Psychology at Makerere University. The researcher then sought permission from the selected organization/ institution in order to access the respondents. The researcher explained the purpose and objectives of the research to the target respondents before distributing the questionnaire to them. The filled questionnaires were collected immediately from the respondents who had completed them there and then. However, for the respondents who are busy, they were given a time frame to complete the questionnaires and the researcher collected them, start data entry, analysis, and subsequent report writing.

Quality Control.

Validity: The researcher used already constructed instruments and with the consultation of the supervisor to cross check the questionnaire items for consistency, relevancy, clarity, ambiguity and this will be done before administering the questionnaire to the respondents

A reliability analysis using the Cronbach's alpha coefficient will be calculated to determine the reliability of the instruments and those that score Cronbach's alpha = 0.7 will be considered reliable Nunnally (1978). A large sampling size fifty was equally reduced sampling errors in the study.

Data analysis

The data collected from the structured questionnaires was organized, coded and entered into the computer using a Statistical Package for Social Scientists (SPSS). The data was analyzed to establish the relationship between organizational politics, employee engagement and job satisfaction among Makerere University staff. Pearson's product moment correlation coefficient

was employed to determine the degree of significance among the study variables. The bio data was analyzed by frequencies, descriptive statistical percentages.

Ethics Statement

This study was conducted with oral informed consent from all participants without physical harm or any harm of other form. All participants were informed to complete the survey confidentially and anonymously.

Chapter Four

Data Presentation and Interpretation

Introduction

The research findings presented in this chapter were both descriptive and inferential statistics. The descriptive statistics included: Participants' Age, Gender, Marital Status, Level of Education, Years spent in the Organization and the Type of Organization. The inferential statistics examined the relationship between Organizational Politics, Employee Engagement and Job Satisfaction. Pearson correlation coefficient was used to determine the relationship between the variables of study. Results were presented with the aid of tables and percentages for better understanding and interpretation.

Table 1: **Age of the Respondents**

AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29YEARS	18	32.7	32.7	32.7
	30-39YEARS	15	27.3	27.3	60.0
	40-49YEARS	11	20.0	20.0	80.0
	50 AND ABOVE	11	20.0	20.0	100.0
	Total	55	100.0	100.0	

The results above indicate that majority of the respondents for this questionnaire were aged between 18-29 years of age these represented 32.7% of the total respondents. These were followed by respondents aged 30-39 years of age comprising of 27.3%. Least of the respondents were in the age bracket of 40-49 and 50 and above each comprising 20.0% of the population.

Table 2: **Sex of the Respondents**

SEX

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FEMALE	27	49.1	49.1	49.1
	MALE	28	50.9	50.9	100.0
	Total	55	100.0	100.0	

The results above indicate that majority of the respondents were female consisting 68.0% of the total respondents. Male respondents in the organization constituted a total of 32.0% of the total respondents.

Table 3: **Marital Status of the Respondents**

MARITAL STATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DIVORCED	6	10.9	10.9	10.9
	MARRIED	20	36.4	36.4	47.3
	SINGLE	18	32.7	32.7	80.0
	WIDOWED	11	20.0	20.0	100.0
	Total	55	100.0	100.0	

The results above indicate that majority of the respondents were married with a total of 36.4%, closely followed by the single respondents with a total of 32.7%. Eleven respondents comprising of 20.0% were widowed while 6 respondents were divorced. These made 10.9% of the respondents.

Table 4: **Highest Level of Education**

HIGHEST LEVEL OF EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CERTIFICATE	9	16.4	16.4	16.4
	DEGREE	25	45.5	45.5	61.8
	DIPLOMA	14	25.5	25.5	87.3
	MASTERS	3	5.5	5.5	92.7
	PHD	4	7.3	7.3	100.0
	Total	55	100.0	100.0	

The results above indicate that majority of the respondents had attained only a degree as their highest level of education. These comprised 45.5% of the respondents. 14 respondents had attained diploma as their highest level of education with a percentage range of 25.5%. 9 respondents with a percentage of 16.4% attained certificate as the highest level of education while 4 had attained PHD. Least of the respondent comprising 5.3% had attained Masters as their highest level of education.

Table 5: **Years spent in the Organization.**

TIME SPENT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10 AND ABOVE	13	23.6	23.6	23.6
	5-10YEARS	18	32.7	32.7	56.4
	LESS THAN 5 YEARS	24	43.6	43.6	100.0
	Total	55	100.0	100.0	

The results indicate that majority of the respondents had spent between less than five years in the organization and these constituted of 43.6%. These were followed by 18 respondents

who had spent between 5-10 years in the company representing 32.7%. Least of the respondents had spent 10 years and above within the organization comprising 23.6%.

Inferential Statistics

The following section presents results based on the following hypothesis.

H1: Organizational politics will significantly influence employee engagement among the employees of Makerere University.

H2: Organizational politics will significantly influence job satisfaction among the staff of Makerere University.

H3: Employee engagement will influence job satisfaction among the staff of Makerere University

Table 7: Correlation between Organizational Politics and Employee Engagement.

Correlations

		Organization al politics	Employee Engagement
Orga nizati onal Politi cs	Pearson Correlation	1	.064
	Sig. (2-tailed)		.644
	N	55	55
Empl oyee engag ement	Pearson Correlation	.064	1
	Sig. (2-tailed)	.644	
	N	55	55

The results in table seven indicate that there is a significant relationship between Organizational Politics and Employee Engagement. The results further show a minimal positive relationship between Organizational Politics and Employee Engagement, (r =.064), this implies that an increase in Organizational Politics might leads to an increase in Employee Engagement. Furthermore, since the value of p (.644) is greater in magnitude than the level of significance at 0.05 (0.644>0.05), the first alternative hypothesis was rejected.

Table 8: Correlation between Organizational Politics and Job Satisfaction.

Correlations

		Organizational Politics	Job Satisfaction.
Orga nizati onal Politi cs	Pearson Correlation	1	.004
	Sig. (2-tailed)		.976
	N	55	55
Job Satisfa ction.	Pearson Correlation	.004	1
	Sig. (2-tailed)	.976	
	N	55	55

The results in table eight indicate that there is a significant relationship between Organizational Politics and Job Satisfaction. The results also show a minimal positive relationship between Organizational Politics and Job Satisfaction, (r =-.004), this implies that an increase in Organizational Politics might leads to an increase to Job Satisfaction. And since the degree of significance was greater than 0.005, (.976>0.05) the second alternative hypothesis was rejected.

Table 9: Correlation between Employee Engagement and Job Satisfaction

Correlations

		Employee Engagement	Job Satisfaction
Employee Engagement	Pearson Correlation	1	.437**
	Sig. (2-tailed)		.001
	N	55	55
Job Satisfaction	Pearson Correlation	.437**	1
	Sig. (2-tailed)	.001	
	N	55	55

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

The results in table nine indicate that there is a significant relationship between Employee Engagement and Job Satisfaction. The results further show that the relationship between the two variables is positive, (r = .437), this implies that an increase in Employee Engagement is accompanied by an increase in Job Satisfaction. Additionally, since the value of p (.001) is less in magnitude than the level of significance at 0.01 (0.001<0.01), the third alternative hypothesis was accepted.

Chapter Five

Discussions, Recommendations, Conclusion

Introduction

This chapter presented the discussion of the findings which are in line with the objectives; it also presents study conclusions and recommendations

Discussion

Organizational Politics and Employee Engagement

The study hypothesis stated that there is a significant relationship between organizational politics and employee engagement among the staff of Makerere University. Results of the study show that there is a significant relationship between organizational politics and employee engagement among the staff of Makerere University Thus the hypothesis was retained and it was concluded that there was a significant relationship between organizational politics and employee engagement among the staff of Makerere University.

Research findings are in agreement with (Judge and Bretz, 1994) who noted that to be specific, highly perceived organizational politics result in some employees engaging in political behaviors such as self-promoting and ingratiating, to protect self-interests rather than the greater good of the organization. For instance, employees tend to use influencing behaviors such as self-promotion and ingratiation to earn higher performance ratings from supervisors

However the findings of the study are in disagreement with) (Landells &. Albrecht, 2019) who found that a few studies that have attempted to study the effect of organizational politics have found an indirect relationship between organizational politics and employee engagement. Also the findings are in disagreement with (Guo et al., 2019 who stated that there are employees who are highly engaged in their work-related tasks because they perceive it as the only way to achieve at work. These employees are less likely to engage in political behaviors. This is because these employees are often intrinsically motivated to fulfill their work objectives and they expect

to be recognized and valued for their skills and in-role performance, rather for using ingratiation behaviors or self-promotion to create an image of self-confidence

In conclusion, there is a significant relationship between organizational politics and employee engagement since consequently, when there is too much organization politics on an employee; they are most likely to be high29highly engaged in their work

Organizational Politics and Job Satisfaction.

The study hypothesis stated that there will be a significant relationship between organizational politics and job satisfaction among employees. Results of the study show only a slight significant Relationship, thus the hypothesis was rejected and it was concluded that there was no significant relationship between organizational politics and job satisfaction among the staff of Makerere University.

Study results agree with research by Gull and Zaid (2012), which clearly stated that organizational politics are partly the realities of every single organization. Organizational politics always interferes with organizational business normal processes such as promotions, decision-making and rewards, which significantly affect productivity and performance on both an organizational and individual level.

Study findings are in disagreement with (Yang, 2017; Zibenberg, 2017 who revealed that spontaneous attitudes and reactions are not directly controlled by the organization and are expected to change more easily in response to disappointment with the workplace. Several empirical studies have shown that politics not only stagnate employees' progress at work but also cause inequalities among employees at the workplaces

Furthermore, study findings are in disagreement with Landells & Albrecht, 2017). There is strong evidence from analytical studies that suggests that workplace politics provokes stress and negative feelings towards the job because of this, political agendas are unwanted by employees (Erkutlu & Chafra, 2016) and if the workplace is submerged by politics, employees' well-being becomes compromised thus low job satisfaction.

Conclusively, there is a significant relationship between organizational politics and job satisfaction because employees who work in an environment with high levels of organizational

politics experience such a great motivation due to the fact that they get pushed to perform even when they feel overwhelmed and exhausted**.**

Employee Engagement and Job Satisfaction

The study hypothesis stated that there will be a significant relationship between employee engagement and job satisfaction among employees. Results of the study indicate show that there is a significant relationship between, employee engagement and job satisfaction thus the hypothesis was retained and it was concluded that there was a significant relationship between employee engagement and job satisfaction among the staff of Makerere University.

The findings may be due to the fact that Given the benefits that employee engagement brings, it is plausible enough to pay attention to how employee engagement interacts with job satisfaction thus providing a deeper understanding of this relationship thus vital for human resource managers as they innovate ideas to achieve high both at the organizational level and the individual employees.

Research findings are in agreement with (Reissová and Papay 2021). Who states that the main areas in which the benefit of a high degree of engagement can be observed are higher work performance, higher job satisfaction, lower potential turnover, and many others?

The study results concur with research by (Guan et al., 2020; Verčič, 2021 and Kamalanabhan et al., 2009) who state that a high level of employee engagement is desirable because it brings a number of positive effects. Researchers argue that the manifestations of the benefits of a high level of employee engagement can be through higher work performance, higher job satisfaction, lower intentions and actual staff turnover and many others.

In conclusion, there is significant relationship between employee engagement and job satisfaction because employees who work in an environment with high levels of engagement are expected to be satisfied with their work.

Conclusion

Findings from the table above shows (chapter four, table 7, 8and 9) showed that there is significant relationship between organizational politics and job satisfaction, significant relationship between employee engagement and job satisfaction findings revealed that employee engagement is considered as one of the main factors when it comes to efficiency and effectiveness of business organizations which leads to high levels of job satisfaction in different organizations. In fact the new managerial paradigm in which insists that employees should be treated and considered primarily as human that have their own wants, personal desires is a very good indicator for the importance of job satisfaction in contemporary companies in order to improve on their performance in an organization.

Recommendations

Makerere University should investigate the various factors which boost satisfaction among employees. This is because different individuals in the organization are satisfied in different ways that is some are intrinsically satisfied and others are extrinsically satisfied. Therefore once the appropriate factors which make employees satisfied are obtained this will consequently promote employee engagement in the organization.

Organizations should ensure employees are motivated at work in order to be satisfied with their job. Therefore job performance can be evaluated as good or bad if the standards of the performance have been agreed upon by the employee and management this can be done to facilitate in creating suitable balance between work and family life and help in growing productivity, less absenteeism of employee hence leading to employee satisfaction thereby increasing on the performance of employees

The researcher recommends that platforms be put in place for capacity building programs aimed at improving the job satisfaction of employees by stakeholders These programs may be the foundation from which the employees can voice there pressing needs and stressors at work that believe if worked upon, they would perform better and lead high level of employee engagement hence increased job satisfaction.

Areas for Further Research

It is important that future research be conducted using a bigger sample of respondents using qualitative means. This may help to create a wider dimension of results and also make results more generalizable.

This study only focused on establishing the relationship between organizational politics, employee engagement and job satisfaction among the administrators of Makerere University in Uganda. More research should be carried in other organizations to find out the relationships between variables in order to increase job satisfaction in other organizations

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Appendix A: Data collection tool

Dear respondent, this questionnaire seeks to obtain data on organizational politics, Employee Engagement and job satisfaction staff members of Makerere University. The study is purely for research purposes and your responses will be treated with confidentiality. I kindly request you to spare some time and respond as honestly as possible.

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 Makerere University.

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

	Favouritism rather than merit determines who gets ahead around here.	1	2	3	4	5
	Rewards come only to those who work hard in this organization.	1	2	3	4	5
	People in this organization attempt to build themselves up by tearing others down.	1	2	3	4	5
	There has always been an influential group in this department that no one ever crosses.	1	2	3	4	5
	Employees are encouraged to speak out frankly even when they are critical of well-established ideas.	1	2	3	4	5
	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
	Agreeing with powerful others is the best alternative in this organization.	1	2	3	4	5
	Sometimes it is easier to remain quiet than to fight the system.	1	2	3	4	5
	Telling others what they want to hear is sometimes better than telling the truth.	1	2	3	4	5
	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.					
7.	*Dedication (DE)*					
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.	*Absorption (AB)*					
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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sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3, 71-92.

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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APPENDIX II; Sample determination table

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—N is population size.   S is sample size.

Source: Krejcie & Morgan, 1970