

**THE INFLUENCE OF PERCEIVED ORGANIZATIONAL
POLITICS ON EMPLOYEE ENGAGEMENT AT INTERNATIONAL
RESCUE COMMITTEE IN NAIROBI**

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DECLARATION

This Research Project is my original work and has not been presented to any other university or institution for an award.

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SUPERVISOR'S APPROVAL

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DEDICATION

I dedicate this research Project to my Husband, Abdikarim Daud, my dear brothers Mohamedkher Abdullahi and Major (Rtd) Mohamed Abdullahi for their never ending support and encouragement.

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I wish to thank Almighty **Allah** for giving me the gift of life to write this work. It is never an easy process.

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ABBREVIATION AND ACRONYMS

SET: Social Exchange Theory

IRC: International Rescue Committee

HRM: human resource management

DEFINITION OF TERMS

Organizational politics: - are subtle, omnipresence, and influence organizational processes which affect organizational performance.

Employees: - are humans, who over time have accumulated experience, skills, competencies, and peculiarities that make them dynamic within and outside their work environment.

Employee engagement: - is an individual's simultaneous display of ideal in assignments linking to other people and the job, an association to personal presence (mentally, emotionally and physically) with job performance (Kahn 1990)

ABSTRACT

The world's increasing globalization requires more understanding concerning how people perceived organizational politics and how the employees can be engaged for increased production level in an organization. Upon considering challenges faced by politics in the organization, the aim of this study was to determine the influence of perceived organizational politics on employee engagement in International Rescue Committee. It became paramount to explore more on the solution to these problem of perceived organizational politics and the study focused on the following specific objectives; to determine influence of Organization's Politics on employee engagement in International Rescue Committee, to establish influence of organization's reputation on employee engagement in International Rescue Committee and to establish influence of organization's resource management on employee engagement in International Rescue Committee. The study adopted a descriptive and correlation design where employees at different levels of the organization was considered and the population of the study was 150 employees in head office where the study used census where 150 employees were included within the organization, the tool that was used for data collection was Questionnaire and the model of the analysis was linear regression analysis, SPSS version 22.0 was used together with the excel sheet. The findings will of great use to different group of people including scholars, policy makers among others. The study found out that politics within organization disengaged employees from work, and also subject employees to job stress. Politics was also found to creating social classes and favors are according to political alignment. The study thus recommends that organizations should strive to stop or avoid politics by all means to avoid classes of social networks within the organization, will also help in eradicating misuse of power and authority for personal interest and also enhance equality. Organizational politics should not subject employees to job stress, employees should develop positive work attitude and there should not be unequal treatment or favors, Political good will should make it safer for the employees to feel engaged with the work and get satisfaction in their routine jobs. Study recommends further studies is in the state corporations where every activity, appointment leadership and outsourcing of the resources are perceived to be politically propelled.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizational politics has been defined by many scholars as behavior in human interaction, power and authority which are deemed to benefit organization or an individual, it has also been reason as interaction in human that is “self-centered, contradictory to objectives of an organization, and intentionally causes harm to individuals, groups or entities” (Hochwarter & Thompson, 2010). Kacmar and Baron (1999) conform to the same reasoning that organizational politics includes actions by persons that are directed toward the goal of furthering selfish interest with no regard to well-being of others or the organization. Landells and Albrecht (2016), proposed five dimensions of organizational politics that could cover both positive and negative perspectives: building and using relationships, building personal reputation, controlling decisions and resources, influencing decision-making, and the use of communication channels. Various scholars have proposed theories such as transactional theory (Lazarus, 1991), conservation of resources theory (Hobfoll, 1989), effort-reward imbalance theory (Siegrist, 2001), appraisal theory (Troup & Dewe, 2002), person-environment fit theory (Caplan, 1987), and demands-control theory (Karasek, 1979) which explains the relationships between organization politics and employee engagement. The theories further explains that negatively perceived organizational politics can operate as a stressor or a ‘hindrance demand’ in other words organizational politics is negatively associated with engagement, and whether work meaningfulness partially mediates the relationship between organizational politics and engagement, and organizational politics and stress.

According to Kacmar and Carlson (1994), perceptions of politics within organizations represent the degree to which the views of employees on their work environment as political in nature promoting the self-interests of others and thereby unjust and unfair from the individual’s point of view. Bounded self-interest assumption highly represents the actual human behavior. Some of the selfish members within organizations mainly promote self-interest even at the expense of the objectives set by an organization and reveal their activities in the direction of greater organizational good. Gadot (2017)

notes there are intervening effect of politics within organizations on the relationship between organizational leadership and performance.

According to Kacmar, & Baron, (1999) perception of organizational politics refers to such activity, attitude or behavior by individuals that they use for their self-benefit while having no remorse if that causes problems for others in the organization. Organizational politics not only disrupt the processes in organizations but also negatively impact the performance of employees, prevalence of justice as well as well-being of workers. Employees' performance is affected by such processes as it shatters the sense of justice in organization and people having more influence and relations with the management tend to avail more benefits at the costs of others (Forret, & Dougherty, 2001). Many studies have tried to answer whether politics have a positive or negative affect or what are its consequences some has also worked on team level. However, there have been no study only about the perception of organizational politics and employees' performance in the locale of Lahore, Pakistan.

Employee engagement in humanitarian organizations has become topical among policy makers, management practitioners, scholars as well as communities globally. The welfare of many communities in crises across all geographical levels from the 'local to the global' is highly dependent on the humanitarian sector (Cavanagh, McNeil, & Bartram, 2013). As such, effective and sustainable engagement of employees in humanitarian organizations is critical to the success of such organizations in their operations, particularly in challenging political and socio-economic environments such as politically unstable countries, war-torn regions and during natural disasters. The nature, operations, capacity and clientele of each of the humanitarian organizations and the subsequent use of human resource management (HRM) strategies differ depending with an organization, political environmental, the context in which an organization operates as well as the scope of international operations (Fee & Gray, 2013). Many of the humanitarian organizations are international in nature with operations around the globe. However, the one constant factor is the critical importance of HRs both in terms of their ability to impact the levels of organizational

operations and the management of scarce resources within the organizations (Akingbola, 2013).

According to Curtis (2001), the existence of complex emergencies, changes in the context of both the donor and the host countries and the emergence of new entrants in the humanitarian sector have contributed to new humanitarianism since the 1990s. Nascimento (2015) note that the inappropriateness and inefficiencies relating to traditional humanitarian responses which are generally based on the classical principles of neutrality and impartiality in responding to the complex humanitarian crisis that are emerging. Success in the application of the new approach to humanitarianism has been noted to some extent (Curtis, 2001). The new humanitarianism focused on the analysis of perceived organizational politics for the creation of space for, market economy, participative democracy and liberal development, was proposed as an alternative to the paradigm of classical humanitarianism which had failed.

Politics within an organization is crucial and influences the management of human resources in every organization, the issue is important to any organization in any sector as well as culture reiterating that organizational politics may be used to target, secure or maximize collective interests in cases where various decisions are possible and influence different interests (Vigoda-Gadot & Drory, 2006). Performance is comprised of the mode by those employed by an organization execute their respective duties and responsibilities and the flexible behavior of individual to go ahead of the basic requirements of job for the benefit of organization. Gadot (2017) goes further assets that a direct and positive relationship exist between the organizational politics and employee engagement. The employees who seem to be highly involved in their respective duties and responsibilities within organizations feel that the work they do with an organization is more important than anything else.

1.1.1 The Concept of Employee Engagement

According to Robinson, Perryman, and Hayday (2004), an engaged employee has awareness of business context, and works with colleagues with an aim of improving organizational performance. Employee engagement entails sparse and diverse empirically

as well as theoretically demonstrated relevance to the relationship among potential antecedents, consequences and components of engagement which have not been rigorously conceptualized or studied (Maslach et al, 2001). Macey and Schneider (2010) opines that employee engagement is an elusive force that motivates employee's performance and that employee engagement is a desirable activity focuses on the purpose of an organization and connotes employee involvement. It is the passion, commitment, enthusiasm, focused effort and energy so that there is attitudinal and behavioral component.

Doherty (2010) stressed that employee engagement is about respect that moves up, down and across within an organization. Employee engagement is attached to the alignment of human resource and management practices to organizational politics and its purpose. According to Melcrum (2005) view employee engagement 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. Feel, on the other hand is affective commitment which describes how emotionally an employee is connected to an organization. The employees feel loyal, devoted and have a sense of belonging and are proud to work for the company. Lastly, act describes the behavioral commitment. Employees act is considered to influence organizational success. Employees will be willing to commit to organizations despite other opportunities that may exist elsewhere and frequently go above and beyond normal expectations to enhance the organizational success.

1.1.2 Organizational Politics

Politics is defined as a behavior by individuals for improving human affairs in an organization (Khalid, & Ishaq, 2015). According to Shao, Rupp, Skarlicki, and Jones (2013) perception of organizational politics is described as achieving and encouraging self-interest on oneself by manipulating the working environment and its own structure. Saleem, (2015) asserts that Individuals engaging or at least show behavior of politics is able to explain the organizational politics in organization and such perception of organizational politics affect productivity in organization hence leading to Job Satisfaction, Job Involvement and Job Anxiety. According to Ram and Prabhakar (2010) political

practices is a vital part of the culture of organization and whenever there is ambiguity about the job responsibilities or environment of the organization politics aid in coming up with the solution. In a country with more power distance, political activities are more noticeable factor in yielding better results. According to Naseer, Raja, Syed, Donia and Darr (2016) countries having power distance restrict employee's remuneration and promotion to managers of the organizations and where only managers decides on the scale of remuneration that should be dispatched to the employees. Sometimes policies are developed such that the motive of the managers not to introduce biasness in organization though some employees attain certain options which are not available for others (Kurtessis, Eisenberger, Ford, Buffardi, Stewart & Adis, 2017). Although perception of organizational politics is somewhat common in all organizations but its level of engagement varies according to the type of organizations as well as retail industry interacting to satisfy customers but not organizational benefits.

Politics inside the place of work and relative to its nature is mostly found to affects the working results of organization (Kacmar, Bachrach, Harris, & Zivnuska, 2011). Khalid and Ahmed (2016) asserts that personality traits of people also play a role in politics engagement and can actually reduce or increase the effects of organizational politics on job results of employees which is viewed as the most critical factor in employee engagement. Agarwal (2016) found from the study that organizational politics negatively affect the job satisfaction of employees and unless it is properly address is when the organization can move effectively in the competitive market. However, at the same time it was also pointed out that job performance of older employees is poor than the younger employees as a result of lack of awareness about organizational politics. Bodla, Danish and Nawaz (2012) stressed that organizational politics predicts better employee engagement. Perceived organizational politics engages a person to attain whatever is beneficial from the higher authority or the management of the company and same procedure lies in the society as well (Lee & Peccei, 2011)

1.1.3 The International Rescue Committee (IRC)

The International Rescue Committee (IRC) is an international humanitarian non-governmental organization that responds to the world's worst humanitarian crises assisting individuals whose livelihoods and lives are threatened by conflicts, disasters as well as other natural calamities. The organization does this with an aim of ensuring that the victims of disasters recover from the effects of disasters, gain control of their lives and survive the calamities. A dedicated team of employees at International Rescue Committee's dedicated have provided shelter, clean water, healthcare, as well as empowerment to refugees and other victims of displacement in more than 40 countries across the globally and in twenty six cities in the United States of America (IRC Report, 2018).

In 2018, the International Rescue Committee and its international program partners: Provided educational support to 1.6 million children supported 15,645 towards existing businesses and the formation of new business enterprises for 4,738 people. Training was also done to 23,852 people on gender-based violence, child protection and protection principles. Services were delivered to over 1.2 million people through the organization's efforts of raising awareness on protection, human rights and gender-based violence. Additionally, approximately 16,177 schools, education centers, vocational training centers and safe healing and learning spaces have been supported by the International Rescue Committee (IRC Report, 2018).

In Kenya, the operations of The International Rescue Committee started in 1992, the organization's main focus in Kenya has been the provision of healthcare to the marginalized, protect women, advocate for legal rights, groups, and education, provide food and shelter to thousands of refugees in host communities within Kenya and also partner with the government of Kenya in supporting nutrition, health and conflict resolution programs. The humanitarian organization's work has majorly focused on Garissa, Turkana and Nairobi Counties (www.irc.org).

1.2 Research Problem

Organizational politics is the most vital elements that can either build or make organization insolvent from operating and the effect of unfavorable, destructive, and wanting effects of bad organizational politics normally lead to outcomes such as distress, burnout, turnover intentions, and job dissatisfaction. Organizational for it perform the politics must be favorable which was analyzed on engagement of employee which was well-established in theory and research (Vigoda-Gadot & Talmud, 2010). Though, just a limited amount of research has assessed effect of organizational politics on employee engagement, a construct that increases organizational productivity and is recognized important for organizational success has not been properly searched (Albrecht et al., 2015; Barrick et al., 2015).

McHargue (2003), focused on benefits of investing on employees especially learning opportunities and resources results to effective employee engagement and the achievement of an organization's mission and goals but fails to focus on perceived organizational politics and its subsequent influence on employee engagement leading to conceptual gap.

Fatih, Özlem, Meltem and Şirin (2018) conducted a study on the effect of workers' perceptions on work engagement, the study did not touch on how the politics contributes to the employee engagement leading to conceptual gap and in addition, the study was carried out with health care workers working in a public hospital a different working environment and in the city of Kocaeli, Turkey with different geographical scope leading to geographical gap.

Though there has been a major focus on the effective implementation of organizational policies and goals using employee strategies by human resource management in humanitarian organizations for the realization of organizational productivity the gap still exist on formulation of policies leading to management of perceived organizational politics. Employees' collaboration with organizational leaders in the pursuit of productivity and the achievement of goals set by organizations enable them to accomplish the charter of the humanitarian organizations. The problem of organizational politics has been experienced both internationally, continentally and locally and no study has solved this

kind of problem, due to unfavorable perceived organizational politics in the in most organizations and this limits the realization of organization goals and objective. Unfavorable perceived organizational politics that have been realized in most organizations leading to ineffective human resource practices that are not strategically positioned and executed in conjunction with a strategy that meshes with effective implementation, hindering effective operations and performance of humanitarian organizations (Richard & Johnson, 2001). Negatively perceived organizational politics has created tension which results to a profound effect on the engagement of employees in most organization in Kenya. On the basis of the above and to the best of the researcher's knowledge, no conclusive studies have been conducted in Kenya to address the perceived organizational politics more so on employee engagement in an organizations in Kenya. This therefore leads to the research question; what are the perceived organizational politics influencing employee engagement in International Rescue Committee in Kenya? To answer the question, the researcher has been prompted to explore on the influence of perceived organizational politics on employee engagement in International Rescue committee (IRC), Kenya.

1.3 Research Objective

The objective of the study was to determine the influence of perceived organizational politics on employee engagement in International Rescue Committee.

1.4 Value of the Study

The study will be of beneficial to the management of IRC as it may use the recommendations of the study to improve and identify human resource management gaps on implementation of humanitarian projects in Kenya and beyond. The study may also help IRC as an organization in finding a solution to the challenges facing human resource management within the organization.

Policy makers and Government Regulating Agencies such as the NGO Co-ordination Board as well as the Development Partners may also find the study valuable. The government through the regulatory agencies may use the findings of the study to guide in developing policies for the engagement of employees in humanitarian organizations. The

regulatory agencies will be able to identify the employee engagement problems facing humanitarian organizations.

The study will be valuable to academicians and scholars as it will contribute to the available body of knowledge and provide areas of a wider understanding and consideration with regard to perceived organizational politics as well employee engagement in humanitarian organizations, especially during situations of emergencies and crises.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the theoretical foundation, literature review on the link between perceived organizational politics and employee engagement.

2.2 Theoretical Foundation

This section discussed various theories that show the relationship between perceived organization politics and employee engagement. Theories relevant to this research have been discussed as follows.

2.2.1 Social Exchange Theory

Social Exchange theory was first proposed by American sociologist Homans in 1958, and then it was expanded by Blau (1968). Social Exchange Theory is one weighty conceptual model for understanding workplace behavior, SET views organizational politics as a series of transactions which are interdependent and the behavior being level of engagement an employee is contingent on the political activity of another. SET thus, states that the element of social exchange behavior not limited to exchange of material aspects in line with remuneration, information as well as non-material aspects of the kind of praise, accomplishment and the will to exchange such that when a person omitted an exchange, others likely not to submit to the exchange, showing that social interaction is based on the fact that both parties get rewarded from each other” (Blau, 1968). The theory of social exchange asserts that uncertainties and risks normally involve in the process of establishing the exchange affiliation. Leading to the assessment of uncertainty and risk in the exchange process. The results of the risk assessment will directly affect people’s attitudes and behaviors towards the exchange relationship. Perceived organization’s political behaviors existing in the organization are termed as destructive agent to exchange relationship between the employees and the organization, thus resulting to the employees’ passive sabotage and even counterproductive behavior. Kacmar et al., (1999), opines that political behavior in an organization is prevalent, and employees get pessimistically skeptical towards stressful work, develop less if any or no concentration towards work, absent rate also increases from work. Kacmar et al (1999) further stressed that those employees with

dissatisfaction experiences with the organization's political policies and practices can develop stress and frustration that would lead to psychological and physical problems such as anxiety, fatigue, depression, the deterioration of interpersonal relationships, these symptoms eventually drain their energy from work and their engagement is therefore diminished. Organizational political cognitive behavior can lead to employee engagement with the organization to reduce, activating series of negative work behaviors, such as psychological separation from work, reduction in job performance. Social exchange theory thus settles that employees perceive organizational political behavior, organization and exchange of staff have been devastated, and then lead to employee sabotage behavior, such as employee silence.

2.2.2 Five Elements of Perceived Organization's Political Model

The five elements model of perceived organization's politics explains the relationship between organizations politics and employee engagement. When relationships, reputation, resources, communication and decision (measures of organizational politics) are manipulated by way of explaining the association, that is, where employees have equal perceptions that people are manipulating and undermining others, gossiping, and abusing authority, employees will be less energized to engage in their work. The proposed model extends the Job Demands-Resources theory and examine whether organizational politics is negatively associated with employee engagement, and whether work meaningfulness reconciles organizational politics and employee engagement. The model aims to prove the influence of developed measures of organizational politics and two outcomes of the employee experience that is employee engagement and stress. Besides, there is need also to assess if work meaningfulness acts as a mediating mechanism to or in part explain the influence organizational politics on the suggested outcomes. Work meaningfulness can be defined as employees feeling that the work they engage in is worthwhile, useful, and valuable (Kahn, 1990). Albrecht (2013) also defined work meaningfulness as "a positive work-related psychological state reflecting the extent to which employees think and feel they make a significant, important, and useful contribution to a worthwhile purpose in the execution of their work". Therefore, it can be stated in a nutshell that organizational politics having a direct negative association with employee engagement. Meaning poor

relationship among employees, bad organizational reputation, unfavorable communication and unequal allocation of resources would thus, disengage employee from work, in return an employee develops stress and negative attitude towards work or organization. There is also direct negative association between stress and engagement.

2.3 Indicators Employee Engagement

According to Kahn (1990) employee engagement is an individual's simultaneous display of ideal in assignments linking to other people and the job, an association to personal presence (mentally, emotionally and physically) with job performance. The results considered by an organization as valuable and acting as a reasonable determinant for the well-being of an organization is determined by employee engagement (Rich, Lepine & Crawford, 2010). There is an existence of powerful linkage between success of an organization and employee engagement, these include commitment, fulfillment, invention, efficiency, retention and the work output. The determination of employee engagement can be done at individual level with the consideration of the fact that engagement levels of individual employees within an organization are influenced by the leadership among other related factors (Alarcon, Lyons & Tartaglia, 2010).

Employee engagement entails love of what an individual do in the organization and ways some satisfaction from it (Ridder & McCandless, 2010). Employee engagement focus on altruistic mission and its requirements in the organizations (Drucker, 1989). Effectiveness and efficiency to achieve organizational objectives leads to organizational engagement in an organization and for the sustainability of organization to be operational employees should work in a cohesive environment. As such, employees in serious organizations have crucial knowledge resources that are employed to optimize the organizational productivity and can only be achieved when employees are motivated, trained for skills improvement through various motivators and skills development opportunities such as promotions job rotation, training and rewards. Since humanitarian organizations are not focused on making profits, their main goal is societal benefits and the interest of key external stakeholders such as donors, governments among others hence neglecting the needs of their employees affecting employee engagement and also failing to put in place effective

mechanism to manage political wave effectively within the organizations (McHargue, 2003).

According to McHargue (2003), an investment in employees especially learning opportunities and resources results to effective employee engagement and the achievement of an organization's mission and goals. According to Saunders and Brisbois (2004) non-profit organizations should articulate the needs of the sector with regard to investing in human resource capacity to donors. For salaried staff in the non-profit organizations, job satisfaction is relatively high although noncompetitive salaries are experienced (Saunders & Brisbois, 2004). Unlike the majority of salaried individuals employed by the in government as well as business entities, non-profit organizations rely on volunteers or salaried employees receiving lower stipends (Bittschi, Pennerstorfer, & Schneider, 2015). Lower salaries lack of job security can make employees feel demotivated, which could affect their levels of engagement in the organizations (Hulkko-Nyman, Sarti, Hakonen, & Sweins, 2012).

2.4 Relationship between Organizational Politics and Employee Engagement

Arshad Haroon, Yasir Hussain, Muhammad Mohsin Nawaz (2017) conducted a study on impact of perceived organizational politics on employees' performance in Lahore, Pakistan. Found that, previous research literature was critically reviewed regarding perceived organizational politics and employee's performance and the data was collected through self-administrative questionnaires. 250 questionnaires were distributed among the employees of different private organizations in Lahore, Pakistan and 230 completed questionnaires were received giving us a response rate of 92%. The non-probability convenience sampling technique was used for the selection of data collection. SPSS 20.0 was used in order to study the impact of perceived organizational politics on employees' performance. Pearson product moment correlation and regression analysis was used. Findings revealed that there is negative relationship existing between perceived organization politics and employee's performance. The study majorly focused on perceived organizational politics on employee performance and not clearly explain how it can be of influence to the employee engagement.

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

Empirical have made attempt to consider relationship between organizational politics and employee engagement which have proved to be unclear. Many studies linking organizational politics and employee engagement found a negative relationship between the two concepts. For instance, Rosen and Levy (2009) found that the perception of organizational politics among public sector employees relate negatively with affective engagement and job performance. Hu (2010) was in support with the findings of Drory (1993) and Chang, Rosen and Levy (2009). In their research, attempted to explore the restraining effect of job insecurity as have been stated in the relationship between organizational politics and employee engagement, Hu (2010) also found that perceptions of organizational politics have a significant negative relationship with two measurements of employee engagement; the affective and normative engagement. Contrarily, Hu (2010) discovered in the same study that there is a positive relationship between perceived organizational politics and continuance employee engagement.

Donald, Bertha and Lucia (2016) similarly argued that though organizational politics have some positive influence on employee engagement, if not well managed and minimized, they can lead to discomfort in the organization which in turn may result in low employee engagement leading to lesser productivity. This will require a political skill that includes an aptitude to employ actions that support feelings of trust, confidence and sincerity. Thus, organizational politics represents a significant aspect of human resource management

(Prerna, Nikhat & Srabasti, 2014). However, while the human element has been recognized as the most strategic resource of the organization (Armstrong, 2009), human society, including the organization has also been characterized by power, influence, and politics (Ullah, Jafri & Dost, 2011). Consequently, organizational politics are influenced by the societies in which they are embedded (Pfeffer, 1992). By implication, research outcomes on organizational politics in one society, surely, cannot provide solutions to all the questions that may be asked in other societies. For instance, a given political act, such as giving gifts to persuade others for political votes and requiring them to swear an oath may be perceived as being normal and legitimate in some parts of the world, but may be considered unethical and illegal in other societies (Prerna, Nikhat & Srabasti, 2014).

Organizational politics are subtle, omnipresence, and influence organizational processes which affect organizational performance. Employees are humans, who over time have accumulated experience, skills, competencies, and peculiarities that make them dynamic within and outside their work environment; the consistent expression of employees accrued experience, skill, competence, and peculiarities via strategic communication (e.g., political activities) aimed at achieving desired objectives in the workplace have given rise to the emergence of organisational politics. Employees possess dimensions of engagement that is, behavioural, social, cognitive which has significant implication to the sustainable posterity of any organisation. The involvement, perception and response to dimensions of organisational politics for example impression management, creating obligation, forming coalition among the employee have been observed to make or mar organizational objectives. According to Danish (2002) perceived organizational politics in an organization is integral for organizational operation, authority and influence. Perceived organizational Politics affect almost every important decision made within an organization.

Armstrong (2009) demonstrated that there is a relationship between the employee engagement and employee performance, what is not clear from his study if engagement can be influenced by perceived political waves in an organization again the study did not explore on the ways of managing the influence in they are extremely adverse. Furthermore a study conducted by Taljaard (2002) revealed that employee engagement is one major

aspect influencing an individual's performance in the organization. While studies have been conducted on employee engagement in various organizations including both non-profit and for profit organizations, in the studies reviewed, there is no evidence of research on employee engagement and perceived organizational politics in humanitarian organization operating in Kenya. This study therefore aims to fill the existing research gap by conducting a study to establish the perceived organizational politics on employee engagement at International Rescue Committee (IRC).

2.5 Summary of Literature and Research Gaps

This chapter has presented the theoretical framework, reviewed literature, empirical review, critique of the existing literature and the research gap on perceived organizational politics and employee engagement within an organization the variables under study includes Organization's Politics, Organization's reputation, Human resource deployment, and Organization's political communications on employee engagement. Although 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. Furthermore a study conducted by Taljaard (2002) revealed that employee engagement is one major aspect influencing an individual's performance in the organization. While studies have been conducted on employee engagement in various organizations including both non-profit and for profit organizations, in the studies reviewed, there is no evidence of research on employee engagement and organizational politics in humanitarian organization operating in Kenya.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter identifies the research methods and techniques that was used in collecting data, Research design, target population, sampling frame, sample and sampling techniques, data collection instruments, data collection procedures, pilot test and data processing and analysis techniques.

3.2 Research Design

According to Schindler and Cooper (2007), research design is a plan for investigating the subject under discussion to obtain research questions presented in a research study. A descriptive research design was adopted for the study. Mugenda and Mugenda (2003) indicate that a descriptive research design enables the formulation of significant knowledge principles while offering solutions to key issues and problems. This study aimed at examining the perceived organization's politics that influence employee engagement in the International Rescue Committee and therefore a descriptive research design was the most appropriate.

3.3 Target Population

Population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate (Cooper & Schindler, 2003). The target population is that part of population which the researcher studies, analyses and draws conclusions regarding the entire population. In this study the target population was drawn from senior management team, managers, operating team members and subordinating staffs of the organization that is made up a total of 150 personnel holding key information about the organization within their respective departments at International Rescue Committee. The respondents were drawn from the employees of organization according to human resource department (2018). Currently, there are 150 employees working in the head office in Nairobi, Kenya. In the study census was considered appropriate since the target population is small and manageable.

Table 3.1 Target Population

Category	Target Population
Managers	28
Operating Team members	42
Subordinate Staff	80
Total	150

Source: Human Resource Officer, International Rescue Committee (IRC) Headquarters Nairobi (2018)

3.4 data Analysis

The data collected was coded and entered into the computer and analyzed using descriptive statistics with the aid of Spreadsheet (excel) and SPSS version 22. The researcher used percentages, frequencies, and inferential analysis to establish the influence of perceived organizational politics on employee engagement in International Rescue Committee. Data collected was presented using tables, graphs and charts. Multiple Linear regression analysis was used to establish the significance of the correlation between perceived organizational politics and employee engagement in International Rescue Committee.

The following multiple regression model was used;

$$Y = \beta_0 + (\beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon)$$

Where: Y is the level of employee engagement

β_0 = constant when $(X_1, X_2, X_3) = 0$

X_1 = Organization's Politics

X_2 = Organization's reputation

X_3 = Human Resource deployment

$\beta_1, \beta_2,$ and β_3 represent the coefficient of X_1, X_2 and X_3

CHAPTER FOUR: PRESENTATION AND FINDINGS

4.1 Introduction

This chapter presents analyzed data together with discussions of the research findings. The purpose of the study was to establish the influence of perceived organizational politics on employee engagement at international rescue committee in Nairobi. Data was gathered through the administration of questionnaires and interpreted according to the research objectives. The data collected was both qualitative and quantitative in nature, which was analyzed using statistical Package for Social Science (SPSS version 22.0) where reports were generated then presented in the form of tables, charts and graphs.

4.2 Response rate

The number of questionnaires that were administered were 150, where a total of 137 were dully filled and returned. This represented an overall successful response rate of 91% which is good enough to serve as a representative of the population. This conforms to Babbie (2004) asserted that response rates of 50% is acceptable to analyze and publish, 60% is good and 70% is very good and based on t this assertion 95% response rate was found to be adequate for the study as represented in table 4.1.

Table 4.1 Response rate

Category	Frequency	Percentage
Managers	23	17%
Operating team members	37	27%
Subordinate staff	77	56%
Total	137	100%

4.2.1 Level of employment

The study sought to find out the position to which a respondent hold, the finding shows that 56% majority were subordinate staffs. 27% of the respondents were operating team members, 17% managers. With this finding it's clear that the respondents were in position to respond to the questions and give information as required as shown in figure 4.1.

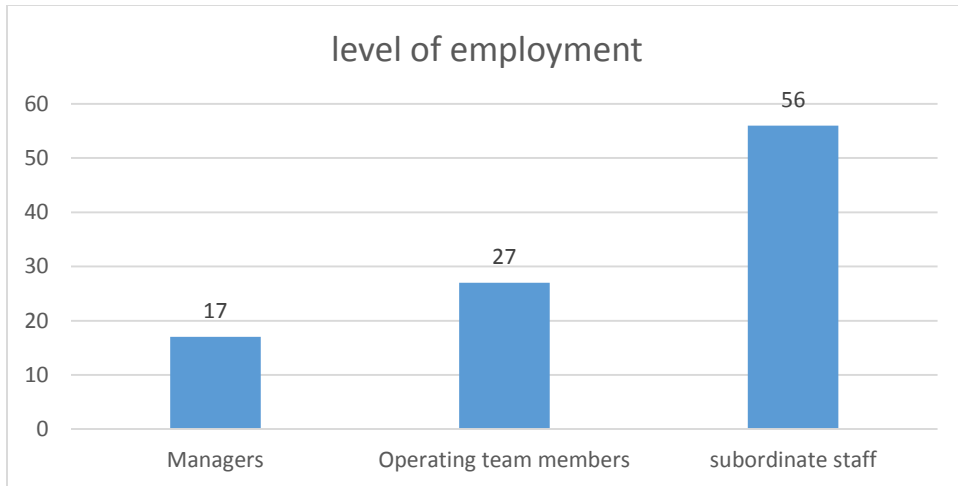


Figure 4.1 Level of Employment

4.2.2 Years of service

The respondents were asked to indicate number of years they have worked with international Rescue Committee. The findings indicates that, 32% of the respondents have worked with the organization for years between 6- 10 years, forming the majority. 27% of the respondents have worked with the organization for 3-5 years. 18% on the other hand have served the organization for a period between 1- 2 years, 13% of the respondents have served for less than 1 year, and lastly 10% of the respondents have the organization for more than 10 years as shown on figure 4.2.

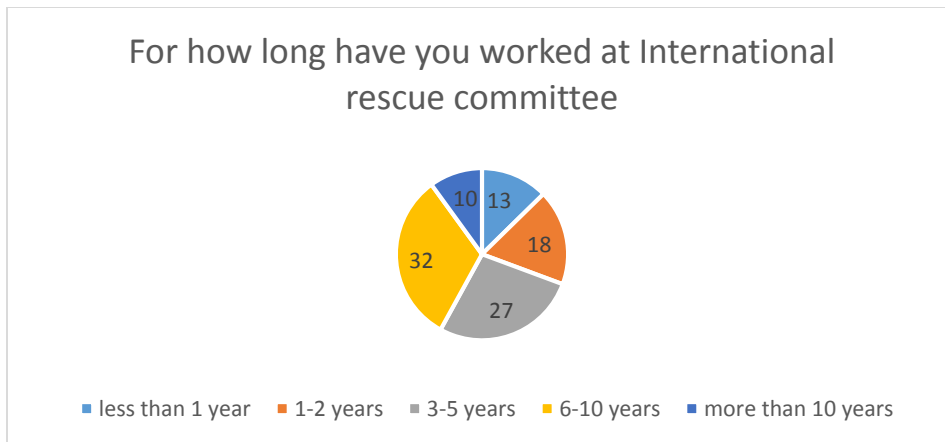


Figure 4.2 Years of Service

4.2.3 Gender Response

The respondents were asked to indicate their gender. Results in figure 4.3 reveal that majority 55% of the respondents were female while 45% were male. This implies that most of the employees working in international humanitarian non-governmental organization are female. However, the number of male employees in a non-governmental organization is reasonable as the number is not low as shown in figure 4.3.

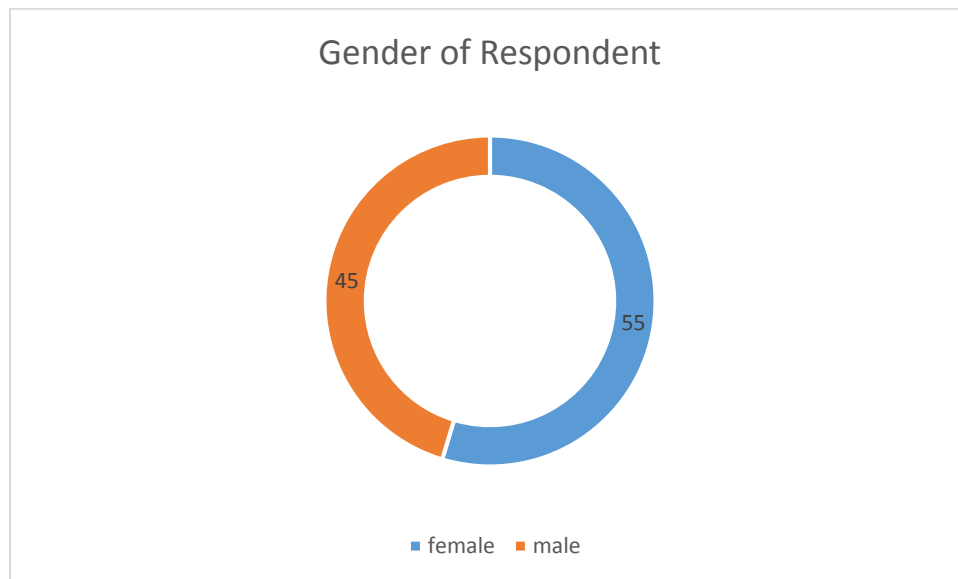


Figure 4.3 Gender composition of the respondents

4.2.4 Level of Education

The respondents were asked to indicate their highest level of education. Results in figure 4.4 reveal that majority 40% of the respondents had attained Bachelor degree level as the highest education level followed by postgraduate degree (Masters, PhD and post graduate diploma) 20% while diploma holders were 13%, as O-level 10% and other education qualification like, certificate were 17%; having majority of the respondents as Bachelor's degree holder as the highest education level indicate that the respondents are well informed and very literate that responded to the questionnaire with no haste as shown in figure 4.4.

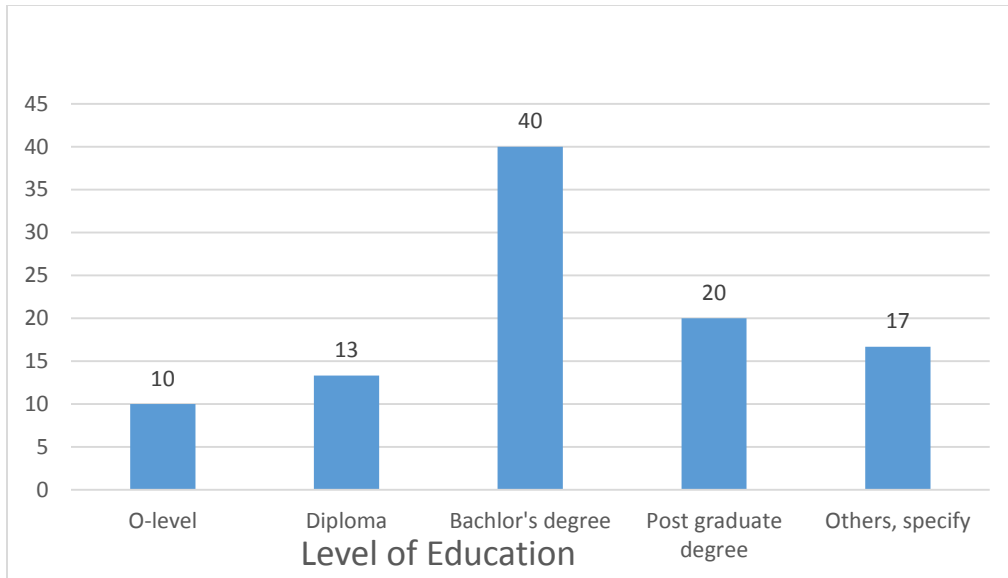


Figure 4.4 level of education

4.3 Perceived Organizational politics

The respondents were asked to rate the statements relating to perceived organizational politics and the mean and standard deviation from their responses were summarized as follows;

Table 4.2 Measures of Perceived Organizational Politics

Statement	Mean	SD
Existence of politics within the organization has created classes of social networks.	3.4672	1.3723
The top management use their power and authority to serve their personal interest	3.5182	1.3455
Majority of the employee feel suppressed due to the exertion of the power and authority by the top leaders on them, thus they psychologically withdraw from work.	3.4526	1.3502
Some employees are favored more than others because they belong to a certain group or class.	3.4234	1.3971
Employees are treated fairly or unfairly because of their political alignment.	3.4161	1.3701

The organization has lost stakeholder loyalty due to excessive politicking.	3.7299	1.2976
Existence of political goodwill among the key players has made it easy for the organization to operate smoothly and gain stakeholder's loyalty.	3.5693	1.3493
Politics that have existed within the organization has created mistrust from the entire stakeholders that the organization cannot render its services effectively.	3.4161	1.3264
The organization has engaged in social responsibility activities that improved its reputation.	3.4453	1.3445
Due to unnecessary politics within the organization it's been difficult for the organization to deliver in social responsibility activities without prejudice from the community.	3.5182	1.2840
Loss of trust from the organization has disengaged the employees from rendering their full time to the improvement of the organizations performance.	3.6788	1.3391
Gender parity is considered in all the sections within the organization and it's an organization policy that gender has to be equal.	3.4015	1.3851
There has existed gender inequality within the organization due to favors.	3.6277	1.3118
Skills are unequally allocated	3.3285	1.3991
Talents have been misallocated just to achieve personal interests.	3.6788	1.3663
The organization is losing its competency base since the personnel's were not employed on merit.	3.5182	1.2897

It is clear that the mean values of these statements relating to perceived organizational politics are near 3 (neutral). Thus, according to respondents, the perceived organizational politics were focused to intensively contribute to employee engagement. At times the organization used loyalty to boost the employee engagement.

Findings in table 4.2 show respondents' rating on the various statements relating to perceived organizational politics. The findings indicate that on average, the respondents do agree to the statement that existence of politics within the organization has created classes of social networks, this finding was in agreement with Rosen and Levy (2009), where the study found that organizational politics segment individuals into various groups and this found disengaging employees from work, thus poor performance. The statement had a standard deviation of 1.3722, which showed that most of the respondents are either neutral, agree or strongly agree with the statement. The skewness of the collected data was observed to be at -0.5108, a sign that majority of the sampled population fall above the mean. The information farther supports the argument that existence of politics within the firm leads to classes of social networks. Most of the respondents did agree with the statement that the top management use their power and authority to serve their personal interest. This was supported by a mean of 3.5182 that showed on average, the respondents do agree. The standard deviation of 1.3454, shows that there are huge deviations from the mean. The deviations are a sign of the contrary opinion that is held by each and every respondent regarding the matter. Majority of the employee feel suppressed due to the exertion of the power and authority by the top leaders on them, thus they psychologically withdraw from work, this is supported by the response mean of 3.4234 and a skewness of -0.3982. Most of the respondents did agree or strongly agreed with the statement that some of the employees are favored more than others due to their belonging to a certain class.

The findings further indicate that respondents agreed that employees are treated fairly or unfairly because of their political alignment, from the mean of 3.7299, we can conclude that the respondents are in agreement with the statement. When responding to the statement that the organization has lost stakeholder loyalty due to excessive politicking, the average response of the sampled population shows that they do agree with the

statement. The mean of 3.7299 and a standard deviation of 1.2976 indicate that the majority of the respondents feel the firm's stakeholder loyalty has been eroded by the excessive engagement in politics. Existence of political goodwill among the key players has made it easy for the organization to operate smoothly and gain stakeholder's loyalty. On average the respondents were neutral to the statement. The mean of 3.416, can be interpreted as respondents were neutral to the statement that there is adequate political goodwill among the stakeholders that has ease the ability of the firm to operate and gain the loyalty of the stakeholders. The statement that politics that have existed within the organization has created mistrust from the entire stakeholders that the organization cannot render its services effectively, had a mode of 4, this means that majority of the respondents do agree with the statement. This finding concurred with Davis and Gardner (2004), where the study found that unnecessary politics results in decreased trust in the organization and as one might expect, reduces the strength of the emotional bond with which the employee is tied to the organization. However, on average, the employees are neutral to the statement (mean=3.4160). Most of the respondents agreed that the organization has engaged in social responsibility activities that improved its reputation, this is supported by the mode of 4 from the respondents' responses. The responses did have a mean of 3.445 which support the notion that most of the respondents remained neutral to the statement. The respondents also agreed that social responsibility is not a major factor in reputation development, with the mode of the responses being 4 to mean most respondents did agree.

Findings show that on average the respondents were in disagreement with the statement that due to unnecessary politics within the organization it's been difficult for the organization to deliver in social responsibility activities without prejudice from the community. The mean response was 3.5 that can be interpreted as agreement with the statement. The mode of the responses was observed to be 4 which further support the fact that most respondents did agree with the statement. Majority of the respondents did strongly agree with the statement that loss of trust from the organization has disengaged the employees from rendering their full time to the improvement of the organization's performance. The mode of the responses was 5 while the mean 3.679. These statistics do show that the respondents were in agreement with the statement.

From the findings, the respondents agreed that gender parity is considered in all the sections within the organization and it's an organization policy that gender has to be equal. The mode of the responses was 4 meaning agreed while the mean of 3.401 showed that on average a respondent did prefer to be neutral to the statement. The statement skills are unequally allocated had a mean of 3.6788 which showed that most of the respondents are in agreement with the statement. The majority of the study sample stated that talents have been misallocated to achieve personal interests with the statement's responses having a mode of 5 to indicate strongly agree. The mean of 3.6788 farther reinstates the view of the respondents. Those who responded agreed that the organization is losing its competency base since the personnel were not employed on merit.

4.4 Employee Engagement

The respondents were asked to rate the statements relating employee engagement and the mean and standard deviation from their responses were summarized as follows;

Table 4.3 Measure of Employee Engagement.

Statement	Mean	SD
Employees behave in a certain way contrary to organizational policy because they feel disengaged.	3.1095	1.3432
Organizational Politics have subjected employees to job stress.	3.4088	1.4274
Majority of employees have developed negative work attitude due to unequal treatment or favors.	3.1314	1.4694
Political good will has made it safe for the employees to feel engaged with the work.	3.5182	1.2432
Job satisfaction is experienced among all employees due to equal allocation of resources.	3.3796	1.3291

From table 4.3, it is clear that the mean values of these statement relating to employee engagement near 3 (neutral). Thus, according to respondents, the employee attitude were moderately focused to intensively contribute to either positive or negative contributions depending on how politics are perceived. Averagely, the respondents were in neutral opinion with the statement that employees behave in a certain way contrary to organizational policy because they feel disengaged. The mean of the responses was 3, this showed that majority neither agree nor disagree with the statement. The respondent's response to the statement organizational Politics have subjected employees to job stress did record an average of 3.4088 which is a sign that the sampled population was relatively neutral to the statement. The mean of 3.4 suggested that most of them did agree with the statement, the finding was in contradiction to findings of Erin and Simon (2019), where the study found that politics have a potential negative effect on employees and subject them to stress. Employees are noted to be disengaged, decreased performance, and increased absenteeism. Most of those who responded were in support of the statement that majority of employees have developed negative work attitude due to unequal treatment or favors. The mean of 3.1 indicate agreement with the statement among most of the sampled population. Political goodwill has made it safe for the employees to feel engaged with the work, the average response was 3.5182, and this can be interpreted overall as an agreement with the statement among the majority of the respondents. The average response to the statement job satisfaction is experienced among all employees due to equal allocation of resources was 3.3796. It can be concluded that most of the respondents did agree with the statement.

4.5 Organizational Politics and Employee Engagement

The influence of perceived organizational politics and employee engagements was determined by regression us of multiple linear regression analysis. The results are presented in table 4.4, 4.5 and 4.6. As shown in the table perceived organization politics explained significant proportion of variance in employee engagement, ($R^2 = .602$, $r < 0.05$). This implies that 60.2% of variance in employee engagement can be explained by perceived organization politics.

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776 ^a	.602	.565	.07467

a. Predictors: (Constant), Organization's Politics, organization's reputation, human resource deployment.

The findings in the table 4.5 indicate a significant F-ratio (16.234, $p < 0.05$). This indicates that the regression model attained goodness of the fit and thus was suitable for the use in the analysis. Therefore, the model is statistically significant in predicting the relationship between perceived organizational politics and employee engagement.

Table 4.5: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.362	4	.091	16.234	.000 ^b
	Residual	.240	43	.006		
	Total	.602	47			

a. Dependent Variable: employee engagement

b. Predictors: (Constant), Organization's Politics, organization's reputation, human resource deployment

The regression coefficients are presented in 4.6. As shown in the table, 0.215 of change in employment engagement is due to unit change in Resource Allocation ($B = .215$, $t = 2.094$, $p < 0.05$). Further, as unit change in organizational political relationship explains 0.700 of variation in employee engagement ($B = 0.700$, $t = 6.998$, $p < 0.05$).

Also a unit change in Organization reputation explains 0.252 of change in employee engagement (B=0.232, t=2.393, p<0.05). The following regression equation can then be used in predicting the variables:

$$Y = \beta_0 + (\beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon)$$

Employee engagement = 2.179 + 0.462 human resource deployment + 0.324 organizations political relationship + 0.165 organizations reputation

Table 4.6: Coefficient of Variables

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	2.179	.394		5.531	.000
1 human resource deployment	.462	.125	.215	2.094	.042
Organization's Politics	.324	.132	.700	6.998	.000
organization's reputation	.165	.027	.252	2.393	.021

a. Dependent Variable: employee engagement

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of the findings, conclusions and recommendations of results of the study that sought to establish the influence of perceived organizational politics on employee engagement in International Rescue Committee. This is in line with the objectives of the study and the study suggests further areas of research.

5.2 Summary

The summary of the study were done based on results received from both the descriptive and inferential statistics on each and every variables relating to Perceived organizational politics variables and their significance influence on employee engagement as discussed below;

5.2.1 Perceived organizational politics

The findings indicate that majority of the respondents were in agreement with the statement that existence of politics within the organization has created classes of social networks, while minority on the other hand were in disagreement. Majority of the respondents were in support of the statement that the top management use their power and authority to serve their personal interest, minority were however in contrary opinion indicating that top management do not use their power and authority to serve their personal interest. Majority of the employee feel suppressed due to the exertion of the power and authority by the top leaders on them, thus they psychologically withdraw from work, majority of the respondents were in support of this statement while minority were opposed. Majority of those who responded accepted that some employees are favored more than others because they belong to a certain group or class, minority however disagreed suggesting that no one is favored because they belong to a certain class.

The findings also indicate that majority of the respondents agreed that employees are treated fairly or unfairly because of their political alignment, minority however were in contrary opinion on the statement. Majority disagreed with the statement that the organization has lost stakeholder loyalty due to excessive politicking minority on the hand

supported the statement. Existence of political goodwill among the key players has made it easy for the organization to operate smoothly and gain stakeholder's loyalty. Majority agreed with the statement that existence of political goodwill among the key players has made it easy for the organization to operate smoothly and gain stakeholder's loyalty, minority however disagreed. Majority of the respondents agreed with the statement that politics that have existed within the organization has created mistrust from the entire stakeholders that the organization cannot render its services effectively, minority however disagreed. Majority of the respondents agreed that the organization has engaged in social responsibility activities that improved its reputation minority however had a contrary opinion suggesting that social responsibility is not a major factor in reputation development.

Findings shows that majority of the respondents were in disagreement with the statement that due to unnecessary politics within the organization it's been difficult for the organization to deliver in social responsibility activities without prejudice from the community, minority on the hand agreed with statement. Majority of those who respondent were in contrary opinion with the statement that loss of trust from the organization has disengaged the employees from rendering their full time to the improvement of the organizations performance minority were however in support of the statement.

From the findings majority of the respondents agreed that gender parity is considered in all the sections within the organization and it's an organization policy that gender has to be equal minority however disagreed alluding that not in all section is gender equality considered. Majority of the respondents claims that skills are equally allocated however, minority claimed otherwise. There has existed gender inequality within the organization due to favors majority disagreed as minority agreed. Majority of the respondents were of the idea that talents have been misallocated just to achieve personal interests. Minority however, disagreed with the statement that talents have been misallocated just to achieve personal interest. Majority of those who responded agreed that the organization is losing its competency base since the personnel's were not employed on merit, while minority disagreed.

5.2.2 Employee Engagement

The findings shows that majority of the respondents were in contrary opinion with the statement that employees behave in a certain way contrary to organizational policy because they feel disengaged minority were however in support of the statement. Majority of the respondents also felt it's true that organizational Politics have subjected employees to job stress, minority however opposed the statement as. Majority of those who responded were in support with the statement and asserting that majority of employees have developed negative work attitude due to unequal treatment or favors, minority were opposed to the statement. Political good will has made it safe for the employees to feel engaged with the work, majority were in agreement, while minority disagreed. Majority also felt that job satisfaction is experienced among all employees due to equal allocation of resources, however minority felt otherwise.

5.2.3 Organizational Politics and Employee Engagement

From the study findings, the perceived organizational politics (Resource Allocation, organizational political relationship and Organization reputation) to some extent influences employee engagement. For instance, the regression result showed that perceived organization politics explained significant proportion of variance in employee engagement, (where up to 0.602 of variance in employee engagement) is explained by perceived organization politics, 0.215 of change in employment engagement is due to unit change in Resource Allocation. Further, from the result a unit change in organizational political relationship explains up to 0.700 of variation in employee engagement. Also a unit change in Organization reputation explains up to 0.252 of change in employee engagement hence for the organization to effectively engage its employee in the production or activity, the perceived politics must be factored in.

5.3 Conclusion

5.3.1 Perceived organizational politics

The study found out that the existence of politics within an organization creates classes of social networks, and also creates avenue where top management use their power and authority to serve their personal interest. The findings also conclude that employees feel

suppressed due to the exertion of the power and authority by the top leaders on them, thus they psychologically withdraw from work. Some employees are favored more than others because they belong to a certain group or class. The findings also indicate that employees are sometimes treated unfairly because of their political alignment. It was also noted that politics put away stakeholder loyalty. Existence of political goodwill among the key players has made it easy for the organization to operate smoothly and gain stakeholder's loyalty. The study also concludes that politics that have existed within an organization has created mistrust from the entire stakeholders that the organization cannot render its services effectively, organizations has also engaged in social responsibility activities that improved its reputation. Loss of trust from an organization by employees creates disengagement, the study also found that employees put effort in their work in spite loss of trust. Majority were noted to be committed to their duties. From the findings gender parity is considered in all the sections within the organization and it's an organization policy that gender has to be equal. Skills are equally allocated however and there has existed no gender inequality within the organization due to favors. However, employment with no merit has caused organizations competency base, this is because sometimes talents are being misallocated just to achieve personal interests.

5.3.2 Employee Engagement

The findings concludes that employees behave strictly in accordance to organizational policy even though they feel disengaged. Organizational politics have subjected employees to job stress, employees have developed negative work attitude due to unequal treatment or favors, Political good will has made it safe for the employees to feel engaged with the work and satisfaction is experienced among all employees due to equal allocation of resources.

5.4 Recommendation

5.4.1 Perceived organizational politics

The study thus recommends that organizations should strive to stop or avoid negative politics and avoid classes of social networks within the organization since it will help in eradicating misuse of power and authority for personal interest and also enhance equality.

Top management should consider proper use of power and authority, this will help juniors feel comfortable and psychologically engaged to work. Organization should incorporate equality and do away with favoritism. To gain stakeholders' loyalty organizations should ensure there is no politics within the organizations or ensure there is political goodwill. Organizations should embrace gender parity in all sections and also skills and talents are equally allocated to enhance organizational competency.

5.4.2 Employee Engagement

The study also recommends that organization employees should act strictly in accordance to organizational policy since they feel disengaged. Organizational politics should not subject employees to job stress, employees should develop positive work attitude and there should not be unequal treatment or favors, Political good will should make it safer for the employees to feel engaged with the work and get satisfaction in their routine jobs.

5.5 Limitations of the study

The study was conducted in Non-profit making organization which has its head office in Nairobi, with diverse working environment and employees have their different norms of operations so researchers were forced to understand these norms and reaching some of the professionals was difficult since most of them were on assignment in the field offices. There was reluctance on side of the respondents in giving views on sensitive questions.

5.6 Suggestion for further studies

Finally, the study recommends further studies on the influence of perceived organization's politics on employee engagement in the public sector where politics in the organization has contributed to a lot of challenges and limited prosperities in organization. Another area that the study recommends further studies is in the state corporations where every activity, appointment of leaders and outsourcing of the resources are politically propelled.

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APPENDIX II: QUESTIONNAIRES

SECTION A: BACKGROUND INFORMATION

1. Level of employment of respondent (tick as appropriate and (optional) give the position name)
 - Managers
 - Operating team members
 - Subordinate staff
 - Other level (specify)

2. What is your level of education?
 - O-Level
 - Diploma
 - Bachelor's Degree
 - Post Graduate Degree
 - Others (Specify).....

3. For how long have you worked at International Rescue Committee?
 - Less than 1 year
 - 1-2 years
 - 3-5 years
 - 6-10 years
 - More than 10 years

4. Gender of respondent
 - Female
 - Male

SECTION B: Perceived Organizational politics

Key: 1=Strongly Disagree, 2= Disagree; 3=Neutral; 4= Agree; 5= Strongly Agree. Use the keys provided to tick.

Statement	5	4	3	2	1
Existence of politics within the organization has created classes of social networks.					
The top management use their power and authority to serve their personal interest					
Majority of the employee feel suppressed due to the exertion of the power and authority by the top leaders on them, thus they psychologically withdraw from work.					
Some employees are favored more than others because they belong to a certain group or class.					
Employees are treated fairly or unfairly because of their political alignment					
The organization has lost stakeholder loyalty due to excessive politicking					
Existence of political goodwill among the key players has made it easy for the organization to operate smoothly and gain stakeholder’s loyalty.					
Politics that have existed within the organization has created mistrust from the entire stakeholders that the organization cannot render its services effectively.					
The organization has engaged in social responsibility activities that improved its reputation.					
Due to unnecessary politics within the organization it’s been difficult for the organization to deliver in social responsibility activities without prejudice from the community.					

Loss of trust from the organization has disengaged the employees from rendering their full time to the improvement of the organizations performance.					
Gender parity is considered in all the sections within the organization and it's an organization policy that gender has to be equal.					
There has existed gender inequality within the organization due to favors.					
Skills are unequally allocated					
Talents have been misallocated just to achieve personal interests.					
The organization is losing its competency base since the personnel's were not employed on merit.					

Section C: Employee Engagement

Key: 1=Strongly Disagree, 2= Disagree; 3=Neutral; 4= Agree; 5= Strongly Agree. Use the keys provided to tick.

Statement	5	4	3	2	1
Employees behave in a certain way contrary to organizational policy because they feel disengaged.					
Organizational Politics have subjected employees to job stress.					
Majority of employees have developed negative work attitude due to unequal treatment or favors.					
Political good will has made it safe for the employees to feel engaged with the work.					
Job satisfaction is experienced among all employees due to equal allocation of resources.					

THANK YOU