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Effects of Perceived Organizational Politics On Employees Job Satisfaction: The Case of Bahir Dar University

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BAHIR DAR UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

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EMPLOYEES' JOB SATISFACTION: THE CASE OF BAHIR DAR
UNIVERSITY**

By

Gashaw Azene

June, 2023
Bahir Dar, Ethiopia

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**A THESIS SUBMITTED TO BAHIR DAR UNIVERSITY COLLEGE
OF BUSINESS AND ECONOMICS DEPARTMENT OF
MANAGEMENT IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER
OF BUSINESS ADMINISTRATION**

Advisor:

Getahun Mekonnen (Ph.D)

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June, 2023
Bahir Dar, Ethiopia

DECLARATION

I, Gashaw Azene Mulu, hereby declare that this thesis, titled "Effects of Perceived Organizational Politics on Employees' Job Satisfaction at Bahir Dar University," is my original work and was not completed as part of any university's degree requirements. All sources used to support this particular study have also been duly acknowledged.

Gashaw Azene Mulu

Name of the candidate

Signature

Date

BAHIR DAR UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
STATEMENT OF CERTIFICATION

This is to certify that Gashaw Azene's thesis, Effects of Perceived Organizational Politics on Employees' Job Satisfaction: The Case of Bahir Dar University, is an authentic work completed by him under my supervision and is being submitted as partial fulfillment of the requirements for the degree of Master of Business Administration to the College of Business and Economics, Bahir Dar University. I advise presenting the thesis for an oral defense.

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BAHIR DAR UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
APPROVAL OF THESIS FOR DEFENSE RESULT

This thesis work is to certify that it was written by Gashaw Azene Mulu and titled as " Effects of Perceived Organizational Politics on Employees' Job Satisfaction: The Case of Bahir Dar University," was submitted for partial fulfillment of the requirements for the degree of Master of Business Administration with respect to the regulation of the university, and meets accepted standards with respect to originality and quality.

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LIST OF ACRONYMS

CDF	Cumulative Distribution Function
GAGA	Go Along to Get Ahead
GPB	General Political Behavior
HEPS	Higher Education Policy and Strategy
ICT	Information Communication Technology
JS	Job Satisfaction
OP	Organizational Politics
POP	Perceived Organizational Politics
P-O	Person-Organization Fit Theory
P-P	Predicted Probability
PPP	Pay and Promotion Policy
SET	Social Exchange Theory
TI	Transparency International
VIF	Variance Inflation Factor

ABSTRACT

This study looked at how perceived organizational politics affected workers' job satisfaction at Bahir Dar University. The study used a quantitative research strategy that was explanatory in nature and adhered to a postpositivist research ethic. Data were gathered via a survey of 380 (out of 7684 total populations) randomly selected academic and administrative staff members of the university utilizing a standardized questionnaire in order to meet the research objectives. Results from the multiple linear regressions and descriptive statistics generally indicated that at Bahir Dar University, employees' perceptions of organizational politics have a significant impact on their job satisfaction. 76% of employees' job satisfaction was explained by the three dimensions of perceived organizational politics. According to the findings of this study, all aspects of perceived organizational politics, including general political behavior, go along to get ahead, and pay and promotion practices, negatively affect employees' job satisfaction in a statistically significant way. Finally, the researcher suggested that the university design strong and effective communication and relationship programs that can ease potential tension in employee-to-employee and employee-to-management relationships in order to improve such undesirable perceptions among their employees.

Keywords: *Job satisfaction, general political behavior, go along to get ahead, pay and promotion policy.*

CHAPTER ONE: INTRODUCTION

This chapter provides background information and includes the study's background, problem statement, objectives, and hypotheses. It also includes the study's significance in light of the logical coherence of its content, and it concludes by outlining the study's general structure.

1.1 Background of the Study

Organizational politics is conventionally considered as an action that affects the activities, behaviors, and decision-making of individuals in an organization through the use of power (Dhar, 2011). It is the premeditated use of power by individuals in an organization to satisfy their self-interests (Bouckenooghe et al., 2015) and may permit people to accomplish goals in an organization through informal channels. Hence, organizational politics may represent the devious behavior of employees of a particular organization towards their job being done only for their own interests, which would be at the cost of the interests of other employees of the organization. This would have a destructive outcome in the workplace, including employees' job satisfaction and assurance of organizational goals. Employees in an organization have always been a key asset and one of the leading factors that determine the success or failure of an organization in a competitive environment (Kiarie et al., 2017). Employees might be quite satisfied with their jobs and motivated to contribute and share their ideas and talents in an environment that fosters organizational trust and growth and where their knowledge, skills, and abilities are valued and fully utilized (Gull and Zaidi, 2012)

Indeed, organizational politics may harm or assist the organization depending on whether the individual's objective is consistent with organizational objectives. The political behavior of individuals is induced by differences in organizational practices. However, individuals with different characteristics, behaviors, and experiences have supremacy over and use organizational politics. Employees used it in order to get a job done and, in many circumstances, to strengthen their own power position. Although they would hate the thought and deny the allegation, the fact is that they are politicians (Jufidar et al., 2019). It is understood that the attitude of organizational politics is the very nature of human beings, which is believed to be a consequence of evolution, which is again correlated with power undertaking, and originates from the interface amid task distributions (Gotsis and Kortezi, 2010). Described organizational politics as a self-serving

behavior that maximizes an individual's own benefit at the expense of others' interests and organizational objectives (Vigoda-Gadot, 2007), he also argued that organizational politics diminishes employees' job satisfaction.

People who want to gain from it engage in organizational political conduct. These employees are not interested in engaging in organizational political activities otherwise (Mordi et al., 2023). Moreover, employees are actively participating in organizational political activities, especially when they believe that positive outcomes can be achieved only through engaging in political behavior or the absence of appropriate policies (Vigoda-Gadot, 2007).

The growth of the individual and society depends on education. In many nations around the world today, it serves as the primary fulcrum for national development. This is because on all fronts, be it technology, science, law, medicine, teaching, industry, culture, and so on, education is expected to produce the human capital to undertake them for the overall development of society (Teece et al., 2016).

In Ethiopia, the role of the educational sector is spoiled with the concern of influencing communal progress, managing economic innovation through optimal production of multi-dimensionally well-trained human resources, and regulating the overall system. This could obviously be achieved by securing employees' job satisfaction while keeping other factors constant. Nevertheless, science and higher education institutions are exposed to different organizational failings due to organizational politics (Yasmeen et al., 2019). So far, to the best of the researcher's knowledge, the effect of perceived organizational politics on employees' job satisfaction has not been addressed in Ethiopian public universities.

Although job dissatisfaction continues to be a major focus of researchers (Gedif et al., 2018, Panghal et al., 2018), the existing studies focus on other sectors, neglecting the educational sector. The area of the problem is deep and broad in nature, so it is reasonable to investigate it.

Therefore, the primary goal of this study is to investigate how perceived organizational politics affect employees' job satisfaction at Bahir Dar University. Although organizational politics' effects and consequences on employees' job satisfaction can both be researched, this study

concentrated on how organizational politics in the higher education sector affected employees' job satisfaction.

1.2 Statement of the Problem

Employees' job satisfaction has always been considered a crucial facilitator of organizational performance and efficiency. In particular, it is vital for academic institutions to deliver desired services of the utmost quality, which in turn is essential for country development and poverty eradication through the production of adequate human capital, bearing in mind the mission and functions of higher academic institutions with respect to innovation and scientific research.

The quality of education in Ethiopian higher education is, however, reportedly deteriorating, according to prior research findings (Adamu and Addamu, 2012). This is likely due to employees' lower levels of job satisfaction and self-interested behavior, both of which may be strongly influenced by organizational politics.

The issue of organizational politics and employees' job satisfaction has come with inconclusive findings and judgments (Adamu and Addamu, 2012; Akanbi and Ofoegbu, 2013). Organizational politics in developing countries is different from that of developed countries, where developing countries are described by poor infrastructure, a lack of awareness, and lower employee benefits and rewards. Employee job satisfaction remains unsolved, especially in developing countries, as a result of different socio-economic, political, and legal factors (Farnaes et al., 2018).

The effect of perceived organizational politics on employees' job satisfaction has been studied in some developing countries. For instance, (Jufidar et al., 2019), using a survey of 250 employees from the health sector, found that organizational politics are negatively associated with the employees' job satisfaction in Lebanon. The study by (Addis and Winch, 2018), using a survey of 349 public retainers, empirically confirmed that organizational politics and its components are negatively related to employees' job satisfaction in selected public sectors in Ethiopia.

Several studies have been done on the employees' job satisfaction in various institutions in Ethiopia, such as public service institutions and leather industries (Addis and Winch, 2018) and (Farnaes et al., 2018), ignoring the educational sector. The literature on the aforementioned

sectors implied the need for further research in the higher education sector. Neither of the existing studies in Ethiopia, to the best knowledge of the researcher, addressed the issue of organizational politics on employee's job satisfaction in the higher education sector. It could, therefore, be argued that the effect of perceived organizational politics on employees' job satisfaction should be better understood since this study examined the major measurements of organizational politics and employees' job satisfaction, so it is expected that it will make an important contribution to knowledge.

Therefore, it is reasonable to add more information on the effect of perceived organizational politics on employees' job satisfaction as well as the degree to which it affects employees' job satisfaction by taking into account the aforementioned practical issues as well as the existing gaps in the literature at Bahir Dar University. The issue is worth analyzing for the researcher in university employees, whose job satisfaction is critical for employee success as well as achievement of the university vision at large.

1.3 Objectives of the Research

1.3.1 General Objective

The study's main goal was to find out how perceived organizational politics affects employees' job satisfaction in the context of Bahir Dar University employees.

1.3.2 Specific Objectives

- To describe the prevalence of perceived organizational politics in terms of its dimensions at Bahir Dar University
- To determine the extent to which both academic and administrative staff of Bahir Dar University are satisfied,
- To examine the effect of general political behavior, going along to get ahead, and pay and promotion policy dimensions of perceived organizational politics on employees' job satisfaction at Bahir Dar University.

1.4 Research Hypothesis

Based on a thorough review of related literature, the following hypotheses are formulated.

H1: The general political behavior dimension of perceived organizational politics has a significant negative effect on employees' job satisfaction.

H2: The going along to get ahead dimension of perceived organizational politics has a significant negative effect on employees' job satisfaction.

H3: The pay and promotion policy dimension of perceived organizational politics has a significant negative effect on employees' job satisfaction.

1.5 Significance of the Study

Significant contributions from the study have been made to a few public academic institutions in general and to Bahir Dar University in particular. The study's results are also anticipated to assist Ethiopia's Ministry of Education in identifying aspects of organizational politics that require intervention and in developing and implementing appropriate policies, strategies, rules, and regulations with a view to reducing perceived organizational politics' negative effects and enhancing employee job satisfaction. Furthermore, the study will add additional insights for academicians and researchers through further literature on the effect of perceived organizational politics on employees' job satisfaction, particularly at Bahir Dar University.

1.6 Scope of the Study

In the end, the research looked at how perceived organizational politics affected employees' job satisfaction at Bahir Dar University. The study was restricted to examining the impact of perceived organizational politics as an independent variable on workers' job satisfaction as measured by general political behavior, going along to get along, and pay and promotion policies. Furthermore, it is significant to note that the inquiry is based on cross-sectional data gathered in 2023. However, none of these variables significantly affect how this study is conducted or how it will turn out.

1.7 Organization of the Study

This study is organized into five chapters. The first chapter deals with the introduction, background of the study, problem statement, objectives, hypotheses, scope of the study, significance of the study, and organization of the study. The second chapter presents the theoretical literature, empirical reviews, and conceptual framework. Chapter three presents the research methodology. Chapter four offered data presentations, analysis, and interpretations based on the data collected and the methodology employed. Finally, the fifth chapter winds up with summary conclusions, recommendations, and implications for future research.

CHAPTER TWO: LITERATURE REVIEWS

This chapter presents reviews of related literature, which are organized into two major sections. The first section offers theoretical reviews and dimensions about the effect of organizational politics on employees' job satisfaction. The second section presents the empirical review of the issue under study, which in turn helped in formulating the hypotheses and conceptual framework.

2.1 Theoretical Review

2.1.1 Definition of Organizational Politics

Organizational politics is not a concept that has a single definition, according to the management literature. Nevertheless, other scholars have made an effort to define organizational politics. As defined by (Miller and Rose, 2008) and (Kurchner-Hawkins and Miller, 2006), it is the exercise of authority that frequently results from an institution's formal and legal processes. Organizational politics, to put it another way, is an informal or unofficial attitude and behavior that results from and is a part of a mysterious system of illegal acts (Stacey, 1996). Organizational politics, according to (Witt, 2001), are behaviors that go against established organizational standards and are organized to further personal interests while disregarding the objectives of the organization.

Organizational politics, according to (Fairholm, 2009), include the following elements: (i) actions taken by individuals across the organization; (ii) any influence of one actor toward another; (iii) effort by one actor to promote self-interest over that of another and, therefore, threaten that person's self-interest; (iv) actions typically not sanctioned by the host organization; (v) results sought that it does not sanction; and (v) organizational politics that involve all of the aforementioned components.

Organizational politics, according to (Porter et al., 2003), is the use of one's power for the purpose of acquiring and controlling limited organizational resources in order to advance one's own interests at the expense of others. Organizational politics were viewed by the author in terms of self-interest, which is standard procedure.

Although organizational politics are common in the workplace, top and middle-level managers are more likely to experience them than lower-level managers.

According to Fairholm's research, successful individuals must understand organizational politics in order to achieve their personal objectives (Fairholm, 2009). Organizational politics, on the other hand, are a curse (Anderson et al., 1994). It is an aberrant condition that occasionally manifests as a result of egotistical individual goals. According to Madison et al., organizational politics is typically seen as self-serving behavior, selfishness, and benefits that are obtained at the expense of the interests of other employees and the organization as a whole (Madison et al., 1980). This political deviance can and ought to be discouraged with the right organizational structure and managerial action (Khan et al., 2020b).

2.1.2 Theories of Organizational Politics

Ferris and King have developed the theory of organizational politics (the theory is based on workers' feelings about political events in the workplace (Ferris and King, 1991). According to Anuradha et al., organizational politics are a subjective interpretation of how the workplace is composed of people who engage in political behaviors or policies that promote such behaviors (Sudeepthi et al., 2012). The current study is based on three theories: 1) The Equity Theory, 2) The Social Exchange Theory, and 3) The Person-Organization Fit Theory.

2.1.2.1 The Equity Theory

The equity theory developed by Stacey focuses on employees' perceptions of fair and equal treatment in terms of general work conditions compared to other organizations (Stacey, 1996). The equity theory mainly focuses on employees' insights of justice about workouts in proportion to their work input contribution (George, 1992). A. M. Robbins et al., noted that equity theory focuses on distributive and procedural justice (Robbins et al., 2011). Distributive justice means the identified equity of the amount, rewards, and allocation of rewards among employees. The theory states that if people identified a difference between the rewards they received and their efforts, they would be pushed to reduce their performance. The equity theory advocates that employees are interested in maintaining fair treatment within organizations (Faulk, 2002). Fairness in the workplace motivates workers for better organizational performance, which in turn

creates employee job satisfaction. Hence, the current study is built on the equity theory to investigate the effect on perceived organizational politics of employees' job satisfaction.

2.1.2.2 Social Exchange Theory (SET)

Workplace behavior is mostly explained by social exchange theory. The social exchange involves a series of interactions that generate obligations (Chadwick-Jones, 1976), and these interactions are usually seen as reliant on and contingent on others (Blau, 1964). According to the social exchange theory, social exchange has the potential to generate high-quality relationships, but this will only occur under certain circumstances. SET's explanatory power involves: (i) rules and norms of exchange, (ii) resources exchanged; and (iii) relationships that emerge. One of the basic canons of SET is that relationships change over time into trusting, loyal, and mutual commitments. To do so, individuals should stand by certain rules of exchange, of which the rule of reciprocity or repayment is best known. Gouldner outlined three types of reciprocity: (i) reciprocity as a transactional pattern of interdependent exchanges, (ii) reciprocity as a folk belief; and (iii) reciprocity as a moral norm (Gouldner, 1960). An individual can have at least three postures toward another person (Blau, 1964): (i) independence (outcomes are based entirely on one's solo effort), (ii) dependence (outcomes are based entirely on the other's effort), and (iii) interdependence (outcomes are based on a combination of the individual's efforts). According to Molm, it is the third case, i.e., interdependence, which is based on mutual and complementary arrangements and defines social exchange (Molm, 1994).

Reciprocal interdependence underlines interpersonal transactions, whereby an action by one party leads to a response by another. Gergen stated that if a person provides a benefit, the receiving individual should respond in kind (Gergen and Taylor, 1969). The social exchange theory works for the worker-organization relationship. Employees work primarily for the benefit of their organization (social exchange partner). They exert their maximum effort, knowledge, resources, skill, abilities, and experience in a way that can improve organizational performance. Reciprocally, organizations are expected to remunerate employees by providing better payments, promotions, rewards, recognition, etc. in exchange for their services, which increases employees' job satisfaction. On the contrary, organizational political behaviors perceived by the employees

will result in the employees' submissive disruption and reduce organizational productivity (Yan et al., 2018)

2.1.2.3 Person-Organization Fit Theory

P-O fit theory is defined as compatibility between individuals and organizations that occurs when (i) at least one entity provides what the other needs, (ii) they share fundamental characteristics, or (iii) both (Kristof, 1996). Compatibility may be either complementary, supplementary, or both. The other perspective on P-O fit theory is offered by the needs-supplies fit and the demands-abilities fit. From the needs-supplies perspective, P-O fit theory occurs when an organization satisfies individuals' needs, desires, and preferences. In contrast, the demands-abilities perspective suggests that fit occurs when an individual has the abilities required to meet organizational demands. The P-O fit theory states that organizations and individuals are described by what they supply and demand in employment contracts. The organization supplies financial, physical, and psychological resources as well as task-related, interpersonal, and growth opportunities that are demanded by workers. When these organizational supplies meet employees' demands, a needs-supplies fit is achieved. In the same way, organizations demand contributions from their employees in terms of time, effort, skill, knowledge, and abilities. Demands-ability fit is achieved when these employees' supplies meet organizational demands (Kristof, 1996).

In the needs-supplies relationship between workers and their organization explained above, perceived organizations satisfy employees' needs, desires, and preferences. However, in the presence of organizational politics, it could be impossible to achieve employees' job satisfaction. From a demand-ability perspective, workers can't employ their knowledge, skill, ability, time, and resources to the best of their affiliated organization, in which organizational politics are prevalent. Hence, this study built upon the P-O fit theory to analyze the effect of perceived organizational politics on employees' job satisfaction in selected public universities in Amhara National Regional State, Ethiopia.

2.1.3. Dimensions of Perceived Organizational Politics

Organizational politics refers to the Machiavellian and self-serving behavior of workers towards their work environment. This self-serving behavior is against organizational goals and other employees' interests (Gull and Azam, 2012). They explained dimensions of perceived organizational politics, which include general political behavior, going along to get ahead; and pay and promotion policies.

2.1.3.1 General Political Behavior

These political activities specifically grow under a few situations.

i) **Non-availability of rules:** It is described when there is no guidance in the form of rules and regulations provided to the employees by the organization and they develop their own. Employees develop such policies that serve their own self-interest and benefit (Kacmar and Carlson, 1997). Policymakers design rules, regulations, and policies that maximize their own benefit at the expense of others and organizational objectives.

ii) **Decision making under uncertainty:** In organizations where there is perceived organizational politics, decisions are made based on incomplete information; the decision-maker has to exercise his own analysis and interpretation of the existing data that results in a political decision (Drory and Romm, 1990).

iii) **Scarcity of valued resources:** Workers implement various influencing strategies in their organization to get important or valuable resources. The prestige and instantaneous benefit of the resource will direct the decision to take part in political activities (Gull and Azam, 2012).

2.1.3.2 Go Along to Get Ahead

The "go along to get ahead" dimension stated that employees conquer personal behavior through their silent engagements. These employees don't like to confront others; rather, they remain silent to get their benefit, which is political behavior (Bouckenooghe et al., 2015).

2.1.3.3. Pay and Promotion Policy

Under normal circumstances, organizations develop and implement pay and promotion policies to evaluate the job performance of their workers. But in the evaluation process, supervisors,

managers, and evaluators may make political decisions intentionally for the benefit of others. They do favors by giving higher performance values (Ferris and King, 1991) to closer employees. Therefore, instead of promoting individuals who are a good fit, politically active decision-makers and evaluators show favoritism to other unfit or relatively less fit employees.

2.1.4 Causes, Consequences and Participants of Organizational Politics

This section describes the causes, consequences and active participants in organizational politics.

2.1.4.1 Causes

The evolution of an individual's hereditary genetic structure is the driver of organizational politics (Vredenburg and Shea-VanFossen, 2010). Key attributes and behaviors evolved as a result of the process of natural selection, in which better-adapted organisms outlive those less fit despite several challenges. In this regard, employees who are active in organizational politics can benefit from their organization, whereas those who are passive become losers. (Nicholson and Sahay, 2001) argued that humans have an innate predisposition towards power striving, which can cause workplace political behaviors where it comes into tension with the division of labor and status segregation.

Organizational politics is innate in human nature, where organizations have no defined objectives, decisions are unconscious; resources are scarce, and technology and the environment are dynamic (Gotsis and Kortezi, 2010; Ladebo, 2006). Research revealed that workers participate in organizational politics for economic reasons, employee and management relationships, intergroup power conflicts such as unions and employers, and uncertainty about policies and strategies of pay and promotion (Gotsis and Kortezi, 2010).

Lăzăroiu argued that the lack of integrity and equality in a given organization might be the main source of organizational politics (Lăzăroiu, 2015). Structural tension is also a driving factor in perceived organizational politics. Tensions that exist between one function or category of employees and another often create irritation and frustration (Vigoda-Gadot, 2007).

2.1.4.2 Consequences

organizational politics underestimate employees' job performance (Teece et al., 2016) and negatively affects supervisory-rated innovative performance (Abbas et al., 2014). Organizational politics tend to result in nonfunctional organizational culture that spoils positive organizational outcomes, such as learning, self-confidence, teamwork, work effectiveness and unity of purpose

(Khan et al., 2015). Luthans et al. highlighted that OP has a deterrent effect on employee empowerment and an infertile place for empowerment, hence it contradicts with empowerment philosophy (Luthans et al., 2008). Organizational politics is also a source of employees' job dissatisfaction (Robbins et al., 2011). Research has shown that organizational citizenship behavior has a positive effect on employee performance (Paulson and Townsend, 2004). However, organizational politics and organizational citizenship are negatively correlated (Nguni et al., 2006). Therefore, one could conclude that organizational politics reduces employees' performance by negatively affecting organizational citizenship.

Bowles defined social capital as the existence of informal rules or norms shared among members of a group that permits cooperation among them (Bowles, 2006). Social capital includes virtues such as truth-telling, honesty, respect, integrity, meeting obligations, reciprocity, open sharing and selflessness. Social support, welfare and the quality of life for employees are improved with well-built social capital. However, there is an inverse correlation between organizational politics and social capital. Organizational politics lowers the score on social capital and retards growth of social capital, often disrupting trust, support, sharing, respect, mutual concern for others and genuine reciprocity (Paulson and Townsend, 2004).

In today's competitive business world, organizations are in high demand to transform themselves into creative spaces that provide a strategic advantage to the stakeholders. Creativity could be improved through shared tasks, teamwork, brainstorming, recognition, mentorship and generally nurturing work environments where people are free (Lester, 2011). Nevertheless perceived OP jeopardizes the subsets of creativity which include vibrancy, quiet time and rest, independence in judgment, freedom, and capability to channel individual needs to socially acceptable activities (Rhoades and Eisenberger, 2002).

To conclude, organizational politics effects reduce employee job performance, negatively effects supervisory-rated innovative performance, result in nonfunctional organizational culture that spoils positive organizational outcomes, deter employee empowerment source of employees' job dissatisfaction, and reduces organizational citizenship, social capital and creativity, via other.

2.1.4.3 Participants

Organizational politics may occur at the individual level, group level, or network level (Luthans et al., 2008). At the individual level, the focus is only on achieving personal benefit. People with

a common interest may informally bind together and actively pursue a single issue, and then the coalition dissolves after the issue of the interest pursued. Political coalitions tend to have fuzzy membership that is generally flexible in nature, temporary in duration, and fluid in nature. Another level of political action involves networks, which have longer and broader agendas than coalitions and are more people-oriented than issues, as is the case in coalitions.

When the organizational structure is considered subordinate, managers at all levels engage in organizational political activities. However, the degree of engagement (power) in organizational politics varies among individuals and levels of management. Madison et al. revealed that organizational politics is more on the superior's mind and actions than in lower-level employees (Madison et al., 1980).

2.1.5 Organizational Politics in Ethiopian Public Universities

The philosophical foundation of the Ethiopian educational system is essentialism and the perennial philosophy of cramming and memorization Higher Education Policy and Strategy with the intention of shifting towards progressivism and existentialism through modern education and infrastructure (Sengupta et al., 2020)

The major aim of the Ethiopian education system is to provide equal and equitable educational opportunities for all its citizens without any (Sengupta et al., 2020). The policy and strategy document stated that ensuring adequate and quality infrastructure, such as ICT infrastructure (Altbach, 2011), classroom facilities, learning and teaching facilities, buildings, other financial or nonfinancial resources, and an attractive working environment, is essential.

However, the Ethiopian higher education system has been challenged by various malpractices and political activities at different levels of administration. All Ethiopian public universities suffer from a lack of resources due to organizational politics in one way or another (Altbach, 2011; Levinson and Pollock, 2011). Educational materials are misused and sold instead of freely distributed to intended beneficiaries for private commercial benefit (Ayferam, 2015).

The Ethiopian education system is constrained by a scarcity of qualified teaching and research staff, poor infrastructure, scarcity of funds, poor teaching-learning, research, laboratory, and library facilities, and ICT facilities (Adeba, 2022). Public universities don't have an adequate plan, which leads to the abuse of scarce resources for self-interest (Levinson and Pollock, 2011).

Staff incentives, benefits packages, working conditions, academic freedom, brain drain, and overall resource management are the main obstacles in the Ethiopian higher education system. Regardless of the arguments, in job situations, money motivates behavior when it rewards people in relation to their performance or contributions, when it is perceived as being fair and equitable, and when it provides rewards that the employee truly values (Gurmessa and Bayissa, 2015). Money motivates employees for better organizational performance, and employees give it true value when it is fair and equitable (Gurmessa and Bayissa, 2015). However, in organizations where organizational politics are prevalent, employees may be rewarded regardless of their job performance due to the positive affiliation they have with their evaluators and supervisors.

In higher education, political activities exert undue influence not only on academic and research activities but also on the administration of job placement data (Ayferam, 2015), which may result in dissatisfaction among university staff. The cumulative effect is that the education system remains underdeveloped and plagued by low participation rates and quality problems (Guess, 2018).

2.2 Job Satisfaction

Job satisfaction is defined as the reactions of the employees towards work in their organization. It means charming or optimistic sentiment because of the evaluation of employees' job familiarity. Employees' satisfaction determines their degree of job satisfaction (Gull and Azam, 2012). Job satisfaction is a set of employee attitudes towards their work environment, workplace interaction, relationships, and benefits, among others (Walela et al., 2011).

2.2.1 Dimensions of Job Satisfaction

As explained below, there are various employee job satisfaction dimensions that represents the essential features of job satisfaction (Tella et al., 2007).

2.2.1.1 Nature of Work and Job Satisfaction

One of the most effective factors affecting workers' job satisfaction is their job content (Naderi and Shams, 2020). Work gives employees routines, opportunities, personal growth, and the chance to take on and discharge various responsibilities (Saleem, 2015). Studies revealed that

employees are usually motivated to engage in less rewarding, boring, and challenging tasks when they reach the stage of self-actualization and recognition (Gerber et al., 2011).

Workers have knowledge, skills, and abilities that are different from others'. These employees' capabilities should match their work requirements. Wilson and Madsen argued that employees' job performance and job satisfaction could be improved by the design of the job and the content of the work (Wilson and Madsen, 2008). Diversity in the work environment that stimulates human minds also enhances employees' innovation skills, which results in job satisfaction.

Moving employees from one job position to another (job rotation) in a planned manner helps employees acquire different skills and experiences, which enhances employee job satisfaction. In contrast, redundant and boring operations make employees dissatisfied (Saleem, 2015).

2.2.1.2 Promotion Opportunities and Job Satisfaction

Promotion is one of the human resource functions that exist in all forms of organizations. Organizations should improve employee motivations to increase employees' performance, which can be achieved through career development such as promotion (Yamin, 2019). Advancement in organizations by means of promotion includes horizontal or vertical growth. According to W. D. Robbins promotions have a diverse effect on employees' job satisfaction (Robbins et al., 2006). Personal benefits achieved through the corporate ladder once up on the ladder may not give individuals the same chance another time for further exploitation (Moodley et al., 2008). In the same vein, employees' job satisfaction is jeopardized when pay and promotion policies are inappropriately implemented. Similarly, when promotion policies and practices are deemed unfair, employees are more likely to experience job dissatisfaction (Quarles, 1994).

2.2.1.3 Benefits and Job Satisfaction

Compensation plays an important role in determining an employee's level of job satisfaction. Hence, it is essential for the overall organizational productivity and performance of higher education institutions. Compensation and rewards play a vital role in attracting, motivating, and retaining talented and effective employees, which eventually leads to job satisfaction and loyalty. Ibrahim and Boerhaneoddin state that unfair payments, compensations, rewards, and remunerations result in employees' job dissatisfaction (Ibrahim and Boerhaneoddin, 2010).

2.2.1.4 Co-Workers Support and Job Satisfaction

Co-worker support has the ability to make a working environment a pleasant or unpleasant place to spend your time. Hodson stated that employees' job satisfaction, productivity, and well-being are highly influenced by workplace social relations (Hodson, 1997). Zhu et al. explained that employee relationships with coworkers affect the psychological condition of employees in the workplace, which includes psychological meaningfulness, psychological safety, and psychological availability (Zhu and Sarkis, 2004). An individual who feels personally meaningful gives himself fully to the work and organization, which leads to organizational success and job satisfaction. In its negative sense, a bad working relationship between workers would cause individuals to feel less important and irrelevant, which would result in employee job dissatisfaction.

2.2.1.5 Recognition and Job Satisfaction

The recognition programs serve as the most contingent factor in keeping employees' self-esteem high and passionate. Deeprose argued that the motivation of employees and their productivity can be enhanced through providing them effective recognition, which ultimately results in improved performance of organizations. Recognition helps an organization achieve immense progress and success (Deeprose, 1994).

Workers require reflections from their organization in the form of feedback. The typical and most important forms of feedback are rewards and praises that motivate employees for better organizational contributions, which further improve employees' job satisfaction (Certo et al., 2010).

2.1.1.6 Working Environment and Job Satisfaction

The work environment and workplace facilities are affected by job satisfaction and efficiency (Mullins, 2008). The working environment consists of two broader dimensions, such as work and context. Work includes all the different characteristics of the job, like the way the job is carried out and completed, involving tasks like task activities, training, control over one's own job-related activities, a sense of achievement from work, variety in tasks, and the intrinsic value of a task. Research shows a positive link between the work environment and an intrinsic aspect of employees' job satisfaction. The second dimension of employees' job satisfaction is known as

"context," which comprises the physical working conditions and the social working conditions (Sousa-Poza, 2000). The working environment consists of safety for employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well, and participation in the decision-making process of the firm. Spector observed that most businesses ignore the working environment within their organization, resulting in an adverse effect on the performance of their employees (Spector, 1997).

2.2.2 Theories of Job Satisfaction

The current study is built on three job satisfaction theories: Edwin A. Locke's Range of Affect Theory, Two-Factor Theory (Motivator-Hygiene Theory), and Vroom's Expectancy Theory (Locke et al., 1964). These theories are discussed in successive paragraphs.

2.2.2.1 Edwin A. Locke's Range of Affect Theory

The most well-known theory of employees' job satisfaction is (Locke et al., 1976) Range of Affect Theory. The main premise of this theory is that employees' job satisfaction is determined by the divergence between what they want and what they have. In addition to that, the theory states that how much one values a given facet of work (e.g., the degree of autonomy in a position) moderates how satisfied or dissatisfied one becomes when expectations aren't met. According to Locke when a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet (Locke et al., 1976).

Employees need effective and appropriate rules and regulations that guide their work environment. But due to organizational politics, rules, regulations, and policies may not be either effectively implemented or not available at all, which creates dissatisfaction among employees (Kacmar and Carlson, 1997). Employees are satisfied when their organization fulfills the requirements. But politically active individuals may divert these scarce resources for their own benefit at the expense of others, and this creates employee job dissatisfaction (Drory and Romm, 1990).

2.2.2.2 Two-Factor Theory (Motivator-Hygiene Theory)

Alshmemri et al. two-factor theory, also known as Motivator-Hygiene Theory Harris, described the relationship between satisfaction and motivations in the workplace (Alshmemri et al., 2017; Harris, 1972). According to this theory, satisfaction is determined by motivation, and dissatisfaction is determined by hygiene factors. Motivating factors are work-related activities that employees need to carry out and that increase their job satisfaction. These factors may include achievement and opportunities related to work, recognition, and promotion.

However, hygiene factors include pay, company policies, supervisory practices, and other working conditions that create employees' dissatisfaction. In an employee's evaluation process, which then determines employees' pay and promotion opportunities, supervisors and evaluators may make political decisions intentionally to the benefit of others. They do favors by giving higher performance (Ferris and King, 1991) to closer employees, and this, in turn, results in dissatisfaction with others.

2.2.2.3 Vroom's Expectancy Theory (1964)

The most comprehensive theory of employees' job satisfaction and motivation (Robbins and Judge, 2005), on which the current study is built, is the Expectancy Theory. The Expectancy Theory, developed by (Jones and Vroom, 1964), stated that employees will be motivated to undertake their work to attain certain goals if they believe in the significance of that goal and if they can understand that what they perform will probably help other employees undertake them (Curtis and O'Connell, 2011). The 1964 Vroom's Expectancy Theory is characterized by three variables: valance, expectancy, and instrumentality (Hanscom, 2020, Bernstein et al., 2010). Valance is the strength of an employee's preferences, such as value, encouragement, attitude, and expected benefits for a particular output or performance (Khan et al., 2020a, Estes and Polnick, 2012). Expectancy represents the probability that a particular undertaking will lead to a particular first-level outcome. While instrumentality is the degree to which a first-level outcome will lead to an anticipated second-level outcome or effect (Hanscom, 2020, Ritter et al., 2016). The instrumentality variable can be explained by the following example: let me say academic staff

has published articles in a reputable journal (i.e., first level outcome) with the desire to get promotion to the upper academic rank (i.e., second level outcome).

However, in the presence of organizational politics, employees' values, attitudes, and benefits for expected outcomes may deteriorate because politically active evaluators may rate these employees lower to benefit other employees (Ferris and King, 1991). Employees will be discouraged if they are not rewarded for their first performance, which leads to second-level performance (Bernstein et al., 2010). Therefore, organizational politics reduces employees' job satisfaction by affecting the three characteristics of expectancy, i.e., valence, expectancy, and instrumentality, in one way or another.

2.3. Empirical Reviews

All of an organization's processes, structures, and procedures are affected by the practices of perceived organizational politics. Olorunleke described organizational politics as improper approaches to achieving hegemony through undeserved channels. Organizational politics is observed under conditions of non-availability of rules, uncertainty, and scarcity of valued outcomes (Alemnesh, 2020).

The effect of organizational politics on employees' job satisfaction has been studied in some developing countries. For instance, Jufidar et al. using a survey of 250 employees from the health sector, found that organizational politics are negatively associated with the employees' job satisfaction in Lebanon (Jufidar et al., 2019). The study by Addis et al. using a survey of 349 public retainers, confirmed that organizational politics are negatively related to employees' job satisfaction in the public sector of Ethiopia (Addis and Winch, 2018).

Gull and Zaidi found that there is a significant negative effect on organizational politics and employees' job satisfaction (Gull and Azam, 2012). Individuals may exercise political activities by manipulating existing culture and promotion policies to accomplish individual interests.

Managers exert their maximum effort to achieve a workable balance between employees' self-interests and organizational interests. Given this fact, in an organization where organizational politics is dominant, politically active individuals attempt to maximize their interests at the cost of organizational goals (Alemnesh, 2020).

Based on Stebbing and Powles, Organizational culture offers a shared system, which is the basis for communications and common understanding that significantly increase the efficiency of the organization (Cao, 2008). Organizational culture is a means of competitive edge in the adoption of change, sharing, and building strong values, attitudes, and commands towards work and performance. Nzulwa found a negative correlation between organizational politics and culture (Nzulwa, 2009). The author argued that organizational politics is inclined to develop distorted value systems and bad norms that are self-serving, which ultimately affect employee job satisfaction.

Employee empowerment is a human resource technique that helps employees become involved in decision-making by encouraging them to learn a wide range of skills to ensure their capacity to make an efficient and effective contribution to organizational performance. Employee empowerment requires positive behavioral change, selflessness, and enabling environments. However, organizational politics has a deteriorating effect on employee empowerment and has proven to have infertile places for empowerment (Shiferaw, 2021). Hence, organizational politics affect employees' job dissatisfaction by reducing employee empowerment.

Political activities largely impact employees' job satisfaction by adversely affecting salary, pay, and promotion policies. The involvement of organizational politics in pay and promotion decision making results in employee dissatisfaction and organizational inefficiency and ineffectiveness (Namugga Kabuga, 2023).

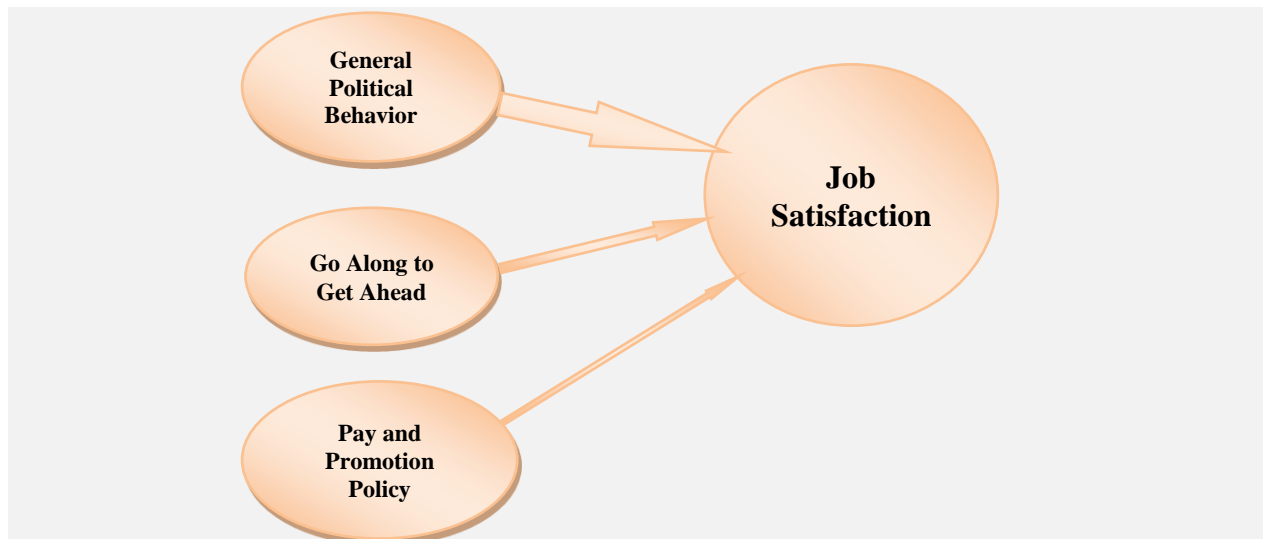
The study, which was conducted on 140 employees from Royal Malaysian Customs and the Department of Fisheries in Terengganu, revealed that organizational politics has a significant negative effect on employees' job satisfaction. Authors also suggested that negative political behavior could fuel employees' job dissatisfaction (Yusof et al., 2018).

Employees always need to work in a safe and convenient environment that could contribute more to the success of their organization. But due to individuals' political behavior, the general employees' work environment has been declining, which ultimately results in employees' job dissatisfaction (Binuyo et al., 2019).

Luqman et al. found that GAGA and GPB are negatively and significantly correlated with employees' job satisfaction (Luqman et al., 2015). This author argued that employees who recognized higher levels of GAGA and GPB were more likely to be dissatisfied with their job. Overall, organizational politics were negatively associated with employees' job satisfaction.

2.3.1 Conceptual Framework of the Study

Based on the above theoretical and empirical reviews, according to Kacmar and Carlson and Gull and Zaidi, the relationships between perceived organizational political dimensions (general political behavior, go along to get ahead, and pay and promotion policy, among many other factors) and employee job satisfaction are identified and diagrammatically depicted as follows (Kacmar and Carlson, 1997, Gull and Zaidi, 2012)



Source: Adopted from (Kacmar and Carlson, 1997) and (Gull and Zaidi, 2012)

Figure 3. 1: Conceptual Framework of the Study

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter presents the methodology adopted for the study which is organized as follows. It starts with the discussion of the approaches adopted and research design followed by population and sampling procedure, data type, source and analysis, and finalized by model specification and operationalization of the study data.

3.1 Research Paradigm

Researchers begin their research project with certain assumptions about how and what they will learn in their inquiry while conducting the study, which is known as a knowledge claim or paradigm (Creswell, 2010). The school of thought about alternative knowledge claims or philosophical assumptions followed in this research is post positivism. According to Creswell, Post positivism reflects a deterministic philosophy in which causes probably determine effects or outcomes (Creswell, 2010). Post positivism is also a reductionist philosophy in which the researcher's interest is theory testing. It has the elements of being reductionist, logical, empirical, cause-and-effect oriented, and deterministic based on a priori theories. Researchers begin with a theory and collect data that either supports or refutes the theory.

The aim of the current study is to investigate the effect of perceived organizational politics on employees' job satisfaction at Bahir Dar University, Ethiopia. The researcher collected the necessary data and tested the hypotheses generated based on those theories and previous empirical findings. In this study, the researcher assumed that organizational politics determines employees' job satisfaction, which means that organizational politics causes employees' job satisfaction. Hence, there is a cause-and-effect relationship between organizational politics and employees' job satisfaction. Therefore, it is appropriate to follow post positivism to study the effect of perceived organizational politics on employees' job satisfaction at Bahir Dar University.

3.2 Research Approach

The study is conducted based on a quantitative research approach. According to (Sekaran and Bougie, 2016), quantitative research is explaining phenomena by collecting numerical data usually to explain the nature of certain relationships or establish the differences among groups or

the independence of two or more factors in a situation. The quantitative approach also puts more emphasis on the results (Creswell, 2010). As stated, it is a means for testing objective theories by examining the relationship between variables. These variables can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures. The approach is assumed to be used due to the fact that the study aims to generalize the truth found in the selected public universities regarding the effect of perceived organizational politics on employees' job satisfaction. This generalization under the quantitative approach can be obtained through a systematic way of seeking facts and causes of phenomena, focusing on the analysis of numerical data and statistically analyzed to test the stated hypotheses.

3.3 Research Design

The explanatory research design is employed because the study aims to examine the cause-and-effect relationships between the dependent and independent variables in order to constitute a certain pattern. An explanatory research design examines the cause-and-effect relationships between the dependent and independent variables (Creswell, 2010). It looks for causes and effects to provide evidence to support or refute an explanation or prediction based on theories. Thus, this research was designed to investigate the effect of perceived organizational politics measured by general political behavior, go along to get ahead, and pay and promotion policy on employees' job satisfaction in Bahir Dar University. These variables make the explanatory research design most appropriate. The study also explained the results by comparing them with empirical evidence and theories. Hypotheses were formulated and tested on the basis of empirical and theoretical reviews on similar subject matters. In addition, descriptive statistics are used as a supplement to describe the demographic characteristics of respondents and to present descriptive statistics of the level or extent of both perceived organizational politics and employees' job satisfaction at Bahir Dar University.

The cross-sectional survey is the research design employed in this study. The cause-and-effect analysis is made based on data collected through survey instruments from randomly selected staff members of Bahir Dar University. It is also important to note that the analysis is made based on survey data collected at a single time period.

3.4 Population of the Study

The population is the total collection of all objects or people to be studied, or it is the entire group of people, events, or things of interest that the researcher wishes to investigate (Sekaran and Bougie, 2016). Besides, Creswell stated that in a research study, the study population defines the entire collection of the units or the people that the researcher wants to use for the purposes of drawing conclusions (Creswell, 2010).

Accordingly, within the university, a total of 7,684 active employees are found of which 2,132 and 5,552 are in the academic and administrative respectively (Yimam, 2022).

Table 3.1 : Total Population of the Study

No.	Bahir Dar University	Total No, of employees in each campus								
		Academic staff			Administrative staff			Total		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
1.	Main Campus	172	39	211	291	403	694	463	442	905
2.	COBE Campus	181	43	224	200	338	538	381	381	762
3.	Yibab Campus	95	13	108	218	301	519	313	314	627
4.	Wisdom Campus	0	0	0	254	258	512	254	258	512
5.	Zenzelma Campus	177	45	222	253	249	502	430	294	724
6.	Selam Campus	130	52	182	186	299	485	316	351	667
7.	Poly Campus	511	105	616	338	454	792	849	559	1408
8.	Tibebe Gion	318	72	390	640	613	1253	958	685	1643
9.	Science & Maritime	152	27	179	88	169	257	240	196	436
Total		1736	396	2132	2468	3084	5552	4204	3480	7684

Source: Annual report of Bahir Dar University (2022)

3.5 Sampling Technique and Sample Size

Because either all of the observations for the entire population will not be available, or they may be so many in number that it is infeasible to work with them, a representative sample of data shall be taken for analysis. The sampling frame describes a complete list of all the cases in the target population from which the researcher draws a sample (Creswell, 2010).

Sampling techniques are the methods by which the sample will be selected (Kothari, 2004b). There exist various types of sampling techniques which include; probability and non-probability techniques (Creswell, 2010). Probability sampling techniques are used for quantitative studies where subjects of the sample are chosen based on known probabilities. Whereas, non-probability sampling techniques are used for qualitative studies to develop theories where subjects of the sample are not based on random sampling methods and include convenience, judgmental, quota, and snowball sampling techniques.

Accordingly, the study adopted a proportionate stratified random sampling technique since it took into account two categories of employees (i.e., academic and administrative staff) in the population to guarantee that the sample fairly represents the population on specific characteristics (Creswell, 2010). This will be achieved by dividing the population into categories according to some common characteristic otherwise referred to as strata. For this study, the classification of employees or the strata is done based on the employees' line of activity that is academic staff and administrative staff. Within each stratum or staff classification, individual employees are picked randomly. Because the stratified random sampling method provides an equal chance for each sample respondent considered in the study.

Once the sampling method is selected, the next step involves the determination of the representative sample size for the study. In fact, appropriate sample size determination is a major challenge in conducting a survey. There is no standard rule for the determination of sample size. Both large and small sample sizes have their own limitations. Too large a sample might become unmanageable and too small a sample might be unrepresentative. What matters in the determination of sample size is the representativeness of the sample to a population. The correct sample size depends on the purpose of the study and the nature of the population under study (Croasmun and Ostrom, 2011). The researcher employed Yamane's formula to determine the

proper sample size from a finite population (Israel, 1992). This formula is employed to determine the representative sample size from the staff of Bahir Dar University as follows:

$$n = N / (1 + Ne^2)$$

Where; n = required sample size

N = size of the population

e = the level of precision that is allowable error e = 0.05 at 95% confidence interval

$$n = 7684 / [1 + 7684 (0.05)^2] = 380.21 \approx \underline{380}$$

Accordingly, a proportionate stratified sampling was employed to draw the sample from each stratum in proportionate to the relative size of that stratum in the total population provided by Campuses. It is usual to follow a proportional allocation method under the size of samples from each stratum is kept proportional to the size of the strata by dividing the target population of the size “N” into K Strata of the size N1, N2, N3, N4,.....NK and take a sample from each stratum randomly with a sample size proportional allocation formula (Chaudhuri et al., 2007).

The formula would be; $N_i = N_i/N*n$

Where N_i = total population of single strata

$i=1, 2, 3...K$

$$n = n_1 + n_2 + n_3 + \dots + n_k$$

n = total sample size from each stratum

N = total number of the target population in each stratum

The sample of respondents was selected from the sampling frame as shown in the table below.

Table 3.2: Proportional Sample Size across Line of Activity

Nature of Job	Total number of employees	Selected sample size
Academic staff	2,132	$2,132 / 7684 * 380 = 105$
Administrative staff	5,552	$5,552 / 7684 * 380 = 275$
Total	7684	380

Source: Annual report of Bahir Dar University (2022)

Based on the above formula, the determinations of sample size for each stratum are as follows; for academic staff; the total population = 2,132, the total targeted population for the study =7684, and the total sample size from all target groups =380. And n1, and n2 represent the selected sample size respectively. So, based on the formula, the calculation would; $n1 = 2,132 /7684*380 = 105$. The same procedure was followed for administrative staff as shown in Table 3.2, i.e., $n2= 5,552/7684*380 =275$.

The computations of values in Table 3.3 are presented as follows. First, the total sample size of 380 was proportionally distributed to all Campuses Bahir Dar University. The computation is,

$$\text{Main campus: sample distribution} = \frac{905}{7684} * 380 = 45$$

$$\text{COBE campus: sample distribution} = \frac{762}{7684} * 380 = 38$$

$$\text{Yibab campus: sample distribution} = \frac{627}{7684} * 380 = 31$$

$$\text{Wisdom campus: sample distribution} = \frac{512}{7684} * 380 = 25$$

$$\text{Zenzelma campus: sample distribution} = \frac{724}{7684} * 380 = 36$$

$$\text{Selam campus: sample distribution} = \frac{667}{7684} * 380 = 33$$

$$\text{Poly campus: sample distribution} = \frac{1408}{7684} * 380 = 70$$

$$\text{Tibebe Gion campus: sample distribution} = \frac{1643}{7684} * 380 = 81$$

$$\text{Science and Maritime campus: sample distribution} = \frac{436}{7684} * 380 = 21$$

Sample distribution among academic and administrative staffs;

$$\text{Academic staff (Main Campus) :} (211/905) *45= 10$$

$$\text{Administrative staff (Main Campus) :} (694/905) *45= 35$$

- *Main Campus Academic staffs (sample size from academic staffs only= 10): Male: (172/211) *10= 8; Female: (39/211) *10=2*
- *Main Campus Administrative staffs (sample size from administrative staffs only= 35): Male: (291/694) *35= 15; Female: (403/694) *35= 20*

The same procedure could be applied to the other Campuses to determine the proportional sample distribution among staff categories (i.e., academic and administrative) and gender. The computation is summarized in Table 3.3 below.

Table 3.3: Sample Size from Bahir Dar University

No	Lists of Bahir Dar University	Sample size of employees from each campus								
		Academic staff			Administrative staff			Total		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
1	Main Campus	8	2	10	15	20	35	23	22	45
	COBE Campus	9	2	11	10	17	27	19	19	38
	Yibab Campus	5	1	6	10	15	25	15	16	31
	Wisdom Campus	0	0	0	12	13	25	12	13	25
	Zenzelma Campus	9	2	11	13	12	25	21	15	36
	Selam Campus	6	3	9	9	15	24	16	17	33
	Poly Campus	26	5	31	17	22	39	42	28	70
	Tibebe Gion	16	3	19	32	30	62	47	34	81
	Science & Maritime	7	2	9	4	8	12	12	9	21
	Total	86	20	106	122	152	274	207	173	380

Source: Annual report of the Bahir Dar University (2022) and own computation

3.6 Data Types and Collection Methods

According to Edwards et al. in deciding the method of data collection to be used for the study, the researcher should keep in mind two types of data: primary and secondary (Edwards et al., 2004). The primary data are those which are collected afresh and for the first time, and thus happen to be original whereas secondary data have already been collected by someone else and have been passed through the statistical process. Thus, primary data was used to keep originality; perhaps employees can adequately understand and display the actual effect of their organization's politics on their employee's job satisfaction.

For this study, although there are several methods of collecting primary data like an interview, experiments, and many other methods, a survey questionnaire is believed to be vital. Because it is the most suitable way to predict employee job satisfaction, as direct questions or face to face might lead respondents to answer the questions dishonestly and could be potentially embarrassing for respondents (Palil et al., 2021). Although analyzing employee job satisfaction is a difficult task due to the lack of reliable information, a survey on it is the most used method to analyze satisfaction levels (Mukhtar, 2012). In general, it is quite popular, particularly in case of big inquiries by claiming the following merits. First, it is free from the bias of the interviewer; answers are in the respondents' own words and give respondents adequate time to give well-thought-out answers (Kothari, 2004). Second, respondents who are not easily approachable can be reached conveniently (Creswell, 2010). Third, it needs low cost as compared to the others even when the universe is large and is widely spread geographically, and large samples can be made use of and thus the results can be made more dependable and reliable. According to (Allen and Seaman, 2007) a five-point Likert-scaled customized standard questionnaire were distributed to employees of Bahir Dar University. The questionnaire generally had two main sections. The first section deals with demographic variables, followed by five Likert-scaled questions that measured perceived organizational politics and employees' job satisfaction under section two.

3.7 Method of Data Analysis

Basically, data analysis is different for different research designs which usually are dependent on the type of research method adopted for the study, which is at the mercy of data type (Bienstock et al., 2003).

Surveys were given out, collected from respondents, carefully examined, and confirmed for consistency and completeness. Each respondent's responses are coded according to a predetermined coding scheme. Following coding, the data is entered and subjected to descriptive and inferential statistics using SPSS.

To examine the data with frequency and percentage distributions, mean, and standard deviation, descriptive statistics are used. Additionally, to ensure that the study is successful, all model assumptions were tested. Next, the association between the dependent and independent variables was examined using the Pearson correlation test, followed by a statistical analysis of the cause-and-effect relationship between the independent variables (perceived organizational politics) and the dependent variable (employee satisfaction with their jobs). The most important and influential explanatory factors influencing employee work satisfaction at Bahir Dar University are also identified using this approach. Additionally, the findings of both the descriptive and regression analyses were displayed in the proper tables and figures.

3.8 Model Specifications

Schopohl et al. claim that developing a solid empirical model is an iterative process rather than an exact science (Wu et al., 2022). The final preferred model is frequently substantially different from the one that was initially presented, and it need not be original in the sense that another researcher could come to a different final specification using the same facts and starting theory. Considering the aforementioned ideas, a reasonable and valid method to model construction would be to follow the phases that include sufficiently capturing relevant variables indicated in the general statement of the problem; gathering of information pertinent to the model, selecting an estimation technique pertinent to the model, statistically evaluating the model and evaluation. The dependent variable (employee job satisfaction) and the independent variables (perceived organizational politics measured with three dimensions: general political behaviour (GPB), going along to get along (GAGA), and pay and promotion policy (PPP)) served as the foundation for this study. Regression analysis is used in this study to improve its ability to explain, comprehend, and forecast the outcome variable. Employee job satisfaction is expressed as a function of organizational politics according to the study's multiple linear regression modelling, which is presented as follows.

$$Y = f(X) \dots \dots \dots 1$$

Where;

Y = Employees' job satisfaction

X = Perceived organizational Politics

General political behavior (GPB), going along to get along (GAGA), and pay and promotion policy (PPP) are the three indicators or dimensions that make up the independent variable, which is perceived organizational politics. The organizational politics scale, created by (Kacmar and Carlson, 1997) is used to assess perceived organizational politics (POP). There are fifteen items on the POP measurement instrument: two for GPB, seven for GAGA, and six for PPP. A five-point Likert scale is used to evaluate each item on the scale (1 = strongly disagree to 5 = strongly agree).

Thus, the extended empirical model used for this study is presented as follows.

$$JS = \alpha + \beta_1 GPB + \beta_2 GAGA + \beta_3 PPP + \varepsilon \dots \dots \dots 2$$

Were,

JS = Employee Job satisfaction

GPB = General political behavior

$GAGA$ = Going along to get a head

PPP = Pay and promotion policy

ε = Error term

3.9 Operational Definition of Variables

General Political Behaviour: refers to the actions of people within an organization who try to form alliances (social networks) to influence the overall decision-making process.

Going Along to Get A Head: symbolizes employees who remain quiet out of fear for their managers in order to get what they need. Even though they were administratively inactive, they were still considered a patron and fellow partisans.

Pay and Promotion policy: refers to the compensation and promotion policies that corporations establish and use to assess the performance of their employees. Additionally, compensation and

promotion regulations reflect the evaluation process managers, supervisors, and assessors go through as well as their politically-motivated biases in favour of some people over others.

Job satisfaction: It is the dependent variable, which serves as a gauge of employees' job satisfaction. Measurements include employment-related stress, reward systems, training, job significance, and supervisory responsibilities. A five-point Likert scale is utilized for each item (ranges from 1 = SD to 5 = SA).

3.10 Validity and Reliability of the Instrument

A specially designed standard questionnaire was employed in the study. My thesis adviser and other professionals reviewed the draft questionnaire before it was customized. Based on suggestions, the survey questionnaire was amended and enhanced. Since every respondent was required to speak Amharic, the questionnaire was translated into an Amharic form to avoid confusion. Additionally, pilot testing was carried out to enhance the study's output and make sure the research works properly. How well a method measures what it is supposed to measure is known as its validity. When research has a high level of validity, its findings reflect actual variances in the social environment.

When computing dependability statistics, it's crucial to make sure that all elements agree or disagree on what that means for the characteristic being measured. Examining the questionnaire created and given to responders reveals that certain questions are phrased negatively while others are phrased positively. To ensure that all variables are consistent, reverse score or reverse code is applied to all the things that are "negatively phrased". Recoding the replies with reverse scoring aims to change a high score into the scale's equivalent low score. SD = 5, disagree = 4, neutral = 3, agree = 2, and strongly agree = 1 were given to the reverse code. Reverse score(x) = max(x) + 1 - x using the following formula.

Where max(x) is the maximum possible value for x. In my research case, max(x) is 5. Accordingly, some items that used to measure go along to get ahead and pay and promotion policy was reverse code to match with other items.

The consistency with which an instrument measures a construct is referred to as its dependability. It implies that you will always obtain the same result by using the same measurement approach in the same manner (Nogueira et al., 1997). Reliability often deals with

whether repeated measurements or assessments produce a consistent result given a similar initial situation. An instrument's internal consistency is examined using Cronbach's alpha. The degree to which all items on a scale measuring a particular construct are measuring that same construct is determined by Cronbach's alpha, which consists of a number of those items. While a score close to 0.00 indicates extremely poor internal consistency, a dependability coefficient close to 1.00 suggests very well consistency (Burns and Burns, 2008). The Cronbach's Alpha for each of the study's variables is greater than 0.68, which denotes a good level of internal consistency for the scale with the given sample, as shown in Table 3.4 below.

Table 3.4: Reliability of Survey Instrument

Variable	Cronbach's Alpha	Number of Items
General political behavior	0.784	2
Go along to get ahead	0.778	7
Pay and promotion policy	0.854	6
Job satisfaction	0.844	11
Overall	0.827	26

Source: Own computations (SPSS output 2023)

CHAPTER FOUR: DATA PRESENTATIONS, ANALYSIS AND INTERPRETATIONS

This study examined the effect of perceived organizational politics on employees' job satisfaction at Bahir Dar University, Ethiopia. This chapter presents the demographic profile of the respondents, descriptive statistics of the data, and the analysis of statistical results of the collected data gathered from the sample respondents. The research finding focuses on testing the predicted hypothesis stated in chapter one, and based on the results the researcher gives an interpretation of the results. In order to investigate the effect of perceived organizational politics on employees' job satisfaction multiple linear regressions is conducted. The measure of the degree of association between independent and dependent variables is also discussed.

4.1 Response Rate of Sample Respondents

A total of 342 of the 380 surveys that were sent out to employees across all campuses were correctly completed, returned as legitimate, and used for analysis, yielding a 90% response rate. Due to the respondents' failure to answer the questions, the remaining 38 questionnaires were not gathered.

4.2 Demographic Profile of the Respondents

Following is a presentation and analysis of the demographic profile of the sample respondents using descriptive statistics, including working campus, gender, educational level, type of job, age, experience, and income. Assessing and analyzing this demographic profile is done to see if the researcher took into account the variability of the sample responses in relation to the profiles mentioned above.

Table 4. 1: Summary Statistics of Demographic Characteristics of Sample Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
<i>Main Campus</i>	41	12.0	12.0	12.0
<i>COBE Campus</i>	34	9.9	9.9	21.9

	Yibab Campus	24	7.0	7.0	28.9
	Wisdom Campus	21	6.1	6.1	35.1
Campus	Zenzelma Campus	34	9.9	9.9	45.0
<hr/>					
	Selam campus	32	9.4	9.4	54.4
	Poly campus	62	18.1	18.1	72.5
	Tibebe Gion	76	22.2	22.2	94.7
	Science & maritime	18	5.3	5.3	100.0
	Total	342	100.0	100.0	
<hr/>					
	Male	186	54.4	54.4	54.4
Gender	Female	156	45.6	45.6	100.0
	Total	342	100.0	100.0	
<hr/>					
	Academic staff	91	33.9	26.6	26.6
Nature of job	Administrative staff	251	66.1	73.4	100
	Total	342	100	100	
<hr/>					
	Certificate and below	8	2.3	2.3	2.3
Educational status	College Diploma & TVET	38	11.1	11.1	13.5
	Degree	143	41.8	41.8	55.3
	Master and above	153	44.7	44.7	100.0
	Total	342	100.0	100.0	
<hr/>					
	1-5	135	39.5	39.5	39.5
Work	6-10	128	37.4	37.4	76.9

Experience	11-15	32	9.4	9.4	86.3
	16-20	37	10.8	10.8	97.1
	21 and above	10	2.9	2.9	100.0
	Total	342	100.0	100.0	
Monthly income	below 2500	63	18.4	18.4	18.4
	2501-5000	60	17.5	17.5	36.0
	5001-7500	43	12.6	12.6	48.5
	7501-10000	47	13.7	13.7	62.3
	10000+	129	37.7	37.7	100.0
	Total	342	100.0	100.0	
Age	Below 25 years	56	16.4	16.4	16.4
	26-30 years	76	22.2	22.2	38.6
	31-40 years	147	43.0	43.0	81.6
	41-50 years	49	14.3	14.3	95.9
	>50 years	14	4.1	4.1	100.0
	Total	342	100.0	100.0	

Source: SPSS Outputs (own computation 2023)

Table 4.1 above indicates that 186(54.4%) of respondents are male while 156(45.6%) of respondents are female. This implies that comparatively, male-dominated employees are available in the selected university. The table also shows that the frequency distribution of the sample respondents' age would be largely dominated by the employees whose age level was from 31-40 years, which means 147(43%), almost half of the employees are between 31-40 years old. About 56(16.4%) of employees were below 25 years old. Likewise, 76(22.2 %) of

employees aged 26-30 years and 49(14.3%) of respondents aged between 41-50 years. Lastly, 14(4.1%) of respondents' age was above 50 years.

Table 4.1 also shows that 263(76.9%) of respondents' work experience was below 10 years, and 32(9.4%) of respondents' work experience would be from 11 up to 15 years. The remaining 37(10.8%) and 10(2.9%) of employees have a work experience of 16 up to 20 and above 20 years respectively.

Table 4.1 above also indicates that 251(66.1) % of respondents were administrative staff while 91(33.9) % of respondents are academic staff. The major and highest educational level attained by most of the respondents was a master's degree and above which accounts for 153(44.7%) out of the respondents and followed by BA/BSc degree holder which represents 143(41.8%). Nevertheless, the account of College Diploma, TVET, Certificate, and below was about 38 (11.1%) and 8(2.3%), respectively. From the above data collected from respondents, it is possible to conclude that most of the respondents have the ability for understanding the questions designed and provide the greatest contribution to the quality of the study.

With regard to the monthly income of respondents, Table 4.1 shows that the income of respondents 129(37.7%) and 60(17.5%) is above 10,000 and 2501 – 5000 ETB respectively. Of the other respondents, 63(18.4)%, 47(13.7) %, and 43(12.6)% were salaried with below 2,500, 7,501 – 10,000, and 5,001 – 7,500 respectively.

4.3 Results and Analysis of Organizational Politics and Employees' Job Satisfaction

In this section, the collected data was entered and reported using SPSS 20. The frequency of each variable response with respect to the respondents' category is analysed and presented. The collected data was transformed/computed/ into a mean value with respect to each independent and dependent variable. Mean is the average of responses for each sub-constructs with respect to all dependent and independent variables. Standard deviation means a measurement unit that deals with how much the mean of the variable represents the data well (Field, 2009). After calculating the mean for reporting and analysis purposes, the researcher applies the Likert scale rating range used by (Qasem and Alhakimi, 2019, Shiferaw, 2021). According to Qasem and Alhakimi and Shiferaw, the Likert scale response has been put on an interval of the mean based

on the following formula; Max-Min / greatest value of the scale, which means $5-1 / 5 = 0.80$ (Qasem and Alhakimi, 2019, Shiferaw, 2021).

The rating for each statement is as follows; ‘strongly agree’ (5), ‘agree.’ (4), ‘neutral.’ (3), ‘disagrees.’ (2), ‘strongly disagree.’ (1). Then, the gap width of the questionnaire was formulated with line width/the number of the groups. In the evaluation of the findings gained from this research; the gaps of arithmetical average were like this: ‘1.00-1.80’ = ‘strongly disagree’; ‘1.81-2.60’= disagree; 2.61-3.40’ = neutral; 3.41-4.20’ = ‘agree’; 4.21-5.00 = ‘strongly agree’.

The detailed descriptive statistic for each item from the survey results is shown in Table 5 to 8 in the appendix. So, the following descriptive statistics for predictor and outcome variables derived from the appendix were put for more explanation in a short and precise way.

Table 4.2: Descriptive Statistics for Factor and Outcome Variables

Descriptive Statistics			
	N	Mean	Std. Deviation
General political behavior	342	3.64	1.307
Go along to get ahead	342	3.35	1.320
Pay and promotion policy	342	3.78	1.257
Job satisfaction	342	2.02	0.736
Valid N (list wise)	342		

Source :(*Researcher’s Survey Result, 2023*)

The above table 4.2 indicates the mean and standard deviation of the perceived organizational politics and employee job satisfaction. From the table, the mean value of general political behavior, go along to get ahead, pay, and promotion policy shows that the attitude of respondents toward the question falls on the mean range of agreement by the approximate value of 3.64, 3.35, and 3.78, respectively. The mean results confirm that there exists perceived organizational politics in Bahir Dar University as the respondents agreed on the idea requested with respect to each independent variable. However, the mean value of employee job satisfaction is 2.02, which indicates that the respondents tend to disagree regarding their job satisfaction in the university studied. It can be concluded that they are dissatisfied at work.

4.4 Inferential Statistical Results and Analysis

Under this section, the results of Pearson correlation, Model summary, ANOVA and regression coefficient are reported and interpreted.

4.4.1 Analysis of Association between Perceived Organizational Politics Dimensions and Employees' Job Satisfaction

Correlation analysis is used to describe the strength and direction of the linear relationship between two variables. Depending on the level of measurement and the nature of data different statistics available, Pearson r is designed for interval level (continuous) variables (Pallant and Manual, 2011). The association between perceived organizational politics (independent variables) and job satisfaction (dependent variable) of selected institutions is tested using Pearson correlation. Pearson correlation coefficient (r) is a measure of the magnitude and strength of a linear association between two variables. The Pearson correlation coefficient was chosen because the variable under study is continuous and the relationship is linear. According to Umair et al., correlation or association analysis can be conducted to show the strength of the association between the variables involved, and as many researchers suggest interpretation would be a very strong association for which value is 0.70 – 1.00, substantial association (0.50 – 0.69), moderate association (0.30 – 0.49) and weak association (0.10 – 0.29) (Umair et al., 2016).

As shown in Table 4.3 below, it is possible to understand that the Pearson correlation coefficient of -0.541 shows a substantial association and significant association between pay and promotion policy (PPP) and employee job satisfaction (JS) at selected institutions ($r = -0.541$, $p < 0.001$). The correlation results also showed that there is a statistically significant negative and substantial association between going along to get ahead (GAGA) and employee job satisfaction (JS) with ($r = -0.521$, $p < 0.001$). Similarly, there is a statistically negative and moderate association between general political behaviour (GPB) and employees' job satisfaction ($r = -0.432$, $p < 0.001$). From this, it is possible to conclude that pay and promotion policy (PPP), go along to get ahead (GAGA) and general political behaviour (GPB) has a substantial negative association, substantial negative association and moderate negative association as expected with job satisfaction (JS), respectively. It can also conclude that perceived organizational politics, which measure using the above dimensions, has a statistically significant and negative association with employee job satisfaction.

Table 4.3: Association between Perceived Organizational Politics and Employees' Job Satisfaction

		Correlations			
		GPB	GAGA	PPP	JS
GPB	Pearson Correlation	1	.332**	.342**	-.432**
	Sig. (2-tailed)		<0.001	<0.001	<0.001
	N		342	342	342
GAGA	Pearson Correlation		1	.459**	-.521**
	Sig. (2-tailed)			<0.001	<0.001
	N			342	342
PPP	Pearson Correlation			1	-.541**
	Sig. (2-tailed)				<0.001
	N				342
JS	Pearson Correlation				1
	Sig. (2-tailed)				

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

Source: (own SPSS 20 computation, 2023)

4.4.2 Analysis of Effects of Perceived Organizational Politics on Employee's Job Satisfaction

Regression analysis is a set of statistical methods used for the estimation of relationships between a dependent variable and one or more independent variables. Regression analysis includes several variations, such as linear, multiple linear, and ordinal logistics. For this research, multiple linear regression analysis is conducted to know how much independent variables predict the dependent variable. Like that any regression model, this model has its own assumption that

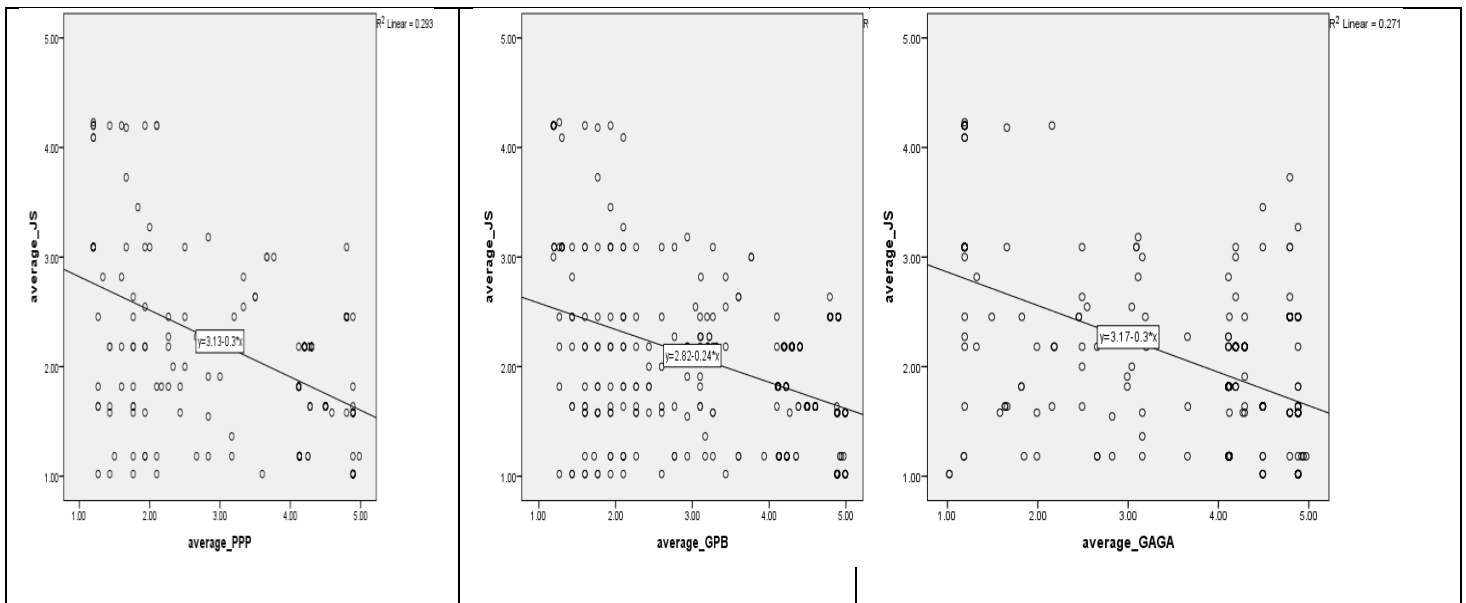
the researcher expected to check before running a regression. Some pre-tests such as linearity, normality, multi-co linearity, and homoscedasticity are checked and presented as follows.

4.4.2.1 Test of Assumptions of Multiple Linear Regressions

According to Muñoz and Felicísimo multiple regression models require that several key assumptions be satisfied in order to apply the model and establish validity (Muñoz and Felicísimo, 2004). Accordingly, the following tests regarding the assumptions were conducted before running the regression.

Linearity Test

Linear regression as one of the basic assumptions assumed that the relationship we are modeling between independent and dependent variables is a linear one (Field, 2009). It means that the predictor variables in the regression have a straight-line relationship with the outcome variable. The mean values of the outcome variable for each increment of the predictors lie along a straight line. Creating a scatter plot of dependent variable against the independent variable using IBM SPSS and then visually inspecting the scatter plot enables checking for linearity. The scatter plot in the following diagram shows the relationship between General political behavior (GPB), Go along to get ahead (GAGA), pay and promotion policy (PPP) as the independent variable, and Employee job satisfaction (JS) as the dependent variable.



Source: (SPSS Output of survey result, 2023)

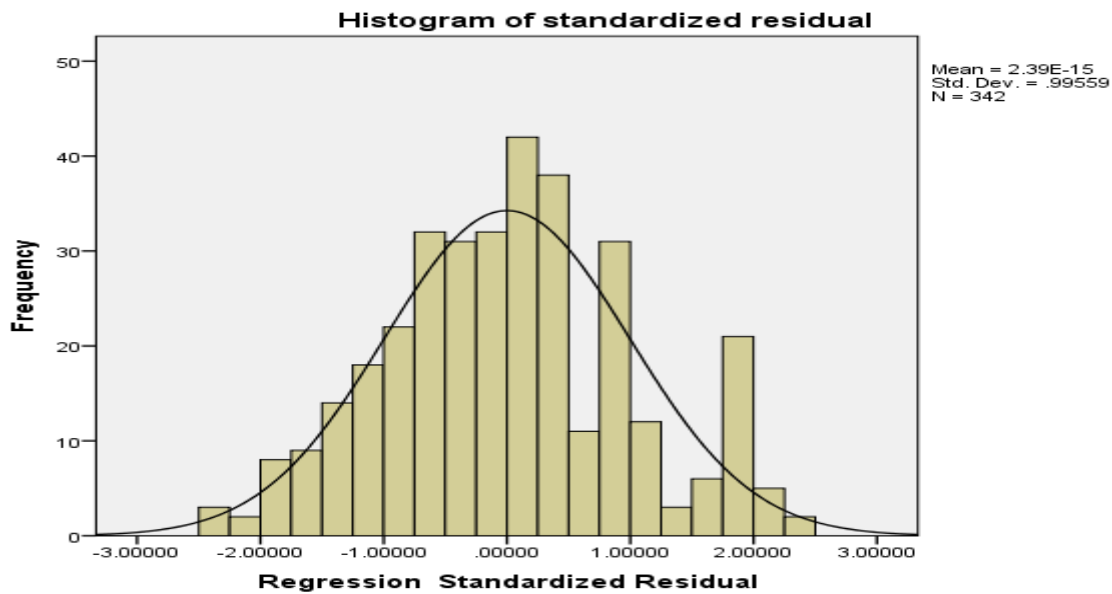
Figure 4.1: Scatter Plot

Figure 4.1: Scatter Plot

From the scatter plot, as shown in Figure 4.1 it appears that the relationship of independent variable to dependent variables is roughly linear. Thus, it can be concluded that the relationship between the dependent variable and predictors seems to be linear. Since the test for assumptions has been met successfully, multiple linear regression analysis can be used.

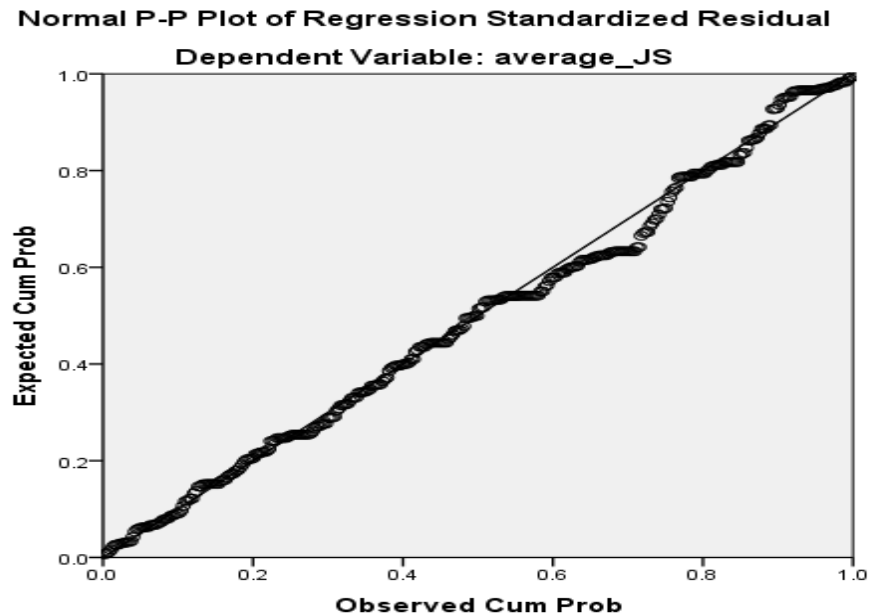
Normality Test

In multiple linear regressions, to make valid inferences from the regression, it is assumed that the residuals in the model should follow a normal distribution with a mean of 0 and a standard deviation of 1. This assumption simply means that the differences between the model and the observed data are most frequently zero or very close to zero (Field, 2009). The residuals are simply the error terms or the differences between the observed value of the dependent variable and the predicted value. To test the normality, the shape of the histogram and normal Predicted Probability (P-P) plot is scrutinized. From the histogram couple of values at the tail ends of the distribution and bell shape structure indicates normality. Similarly, the P-P plot diagonal normality line indicated normality. the straight line in this plot represents a normal distribution, and the points represent the observed residuals. Perfectly normally distributed data set, all points will lie on the line (Field, 2009).



Source: (SPSS Output of survey result, 2023)

Figure 4.2: Histogram Test of Normality



Source: (SPSS Output of survey result, 2023)

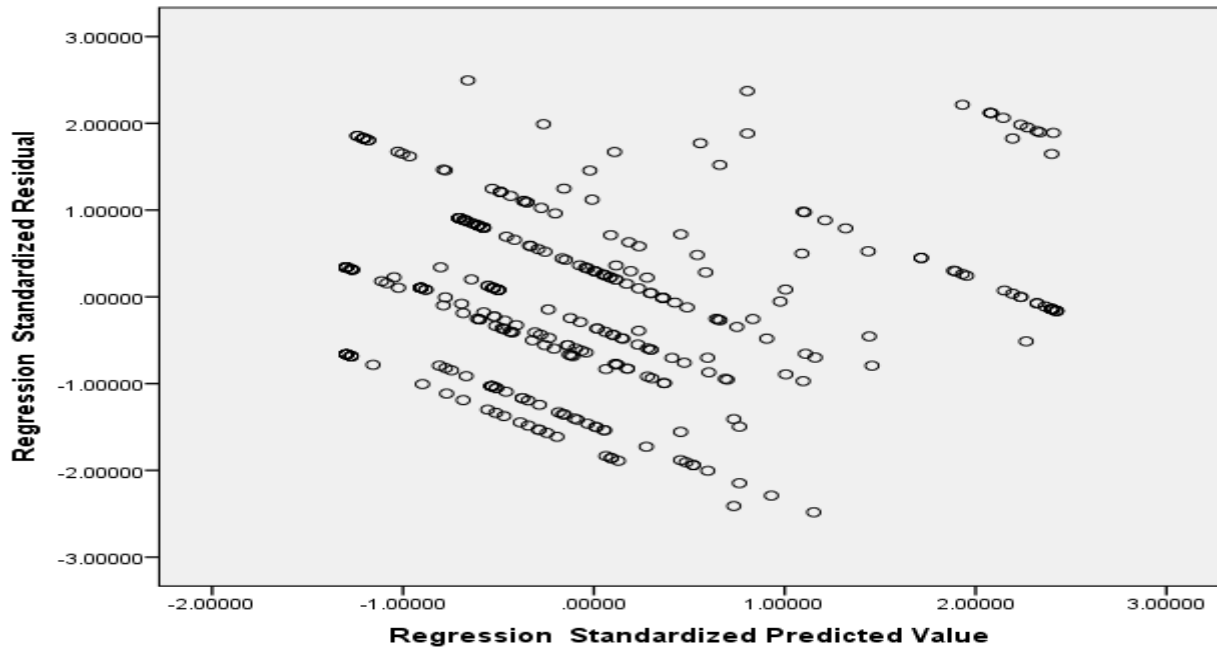
Figure :4.3 P-P Plots to Test Normality

As indicated in Figure 4.2 above, the distribution of the histogram is roughly normal. The normal probability plot in Figure 4.3 above also shows the normality of residuals. The P-P plot indicates that the points are almost lying on the slope of the line which clearly indicates the normality of the distribution.

Homoscedasticity

Another assumption of linear regression is that the variance of the residuals is homogeneous across levels of the predicted values, called homoscedasticity. It refers to whether these residuals are equally distributed, or whether they tend to bunch together at some values, and at other values, spread far apart (Field, 2009). If the model is well-fitted, there should be no pattern to the residuals plotted against the fitted values and centred on zero. This assumption is checked by plotting the predicted values and residuals on a scatter plot.

The scatter plot of the residuals in Figure 4.4 shows that points equally distributed centred around zero on the X and Y-axis without any obvious pattern. Hence, the figure depicted that residuals are equally distributed.



Source: (SPSS Output of survey result, 2023)

Figure 4.4: Tests on Homoscedasticity

Multicollinearity Test

Multi-collinearity refers to when independent variables are highly correlated with one or more predictors in a regression model. Predictors that are highly related to each other can cause problems in estimating the regression coefficients. As multi-collinearity increases, the coefficient estimates become unstable and the standard errors for the coefficients can get wildly inflated (Field, 2009).

In this study, tolerance and/or variance inflation (VIF) diagnostics are used to see whether the predictor variables have a strong correlation with each other. Tolerance is an indication of the per cent of the variance in the predictor that cannot be accounted for by the other predictors. This means that very small values (tolerance less than 0.1) indicate that a predictor is redundant and collinearity exists. Similarly, variance inflation factor (VIF) ($1/\text{tolerance}$), can be used to check

whether multi-collinearity exists or not. High VIF values accounted for extremely low tolerance values. In general, $VIF \leq 10$ or tolerance > 0.1 are acceptable to say there is no multi-collinearity problem (De Cesare et al., 2001). A multi-co-linearity test is checked in the following table.

Table 4. 4: Multi Co-Linearity Statistics

Variables	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1		
GPB	0.844	1.184
GAGA	0.755	1.325
PPP	0.749	1.335

Source: (SPSS Output of survey result, 2023)

Table 4.4 above shows that the VIF value of each variable was below 10 and corresponds to Tolerance >0.1 confirming that there is no problem of multi-collinearity since the VIF value is far below 10. Thus, the multi-collinearity assumption is satisfied to make a multiple linear regression analysis.

4.4.2.2 Regression Model Summary

After the data was checked for the above required multiple regression assumptions and confirmed that it has meet all these assumptions, multiple regression analysis was carried. The next table 4.5, titled model summary contains the multiple correlation coefficient (R), coefficient of determination (R^2) and adjusted R^2 . Adjusted R Square is the R Square value adjusted for the degrees of freedom lost during the regression, and is a more accurate estimate of the coefficient of determination. Adjusted R-Square indicates the proportion of the variance explained by the independent variables on the dependent variable in the regression model, i.e., how much proportion of variance explaining the dependent variable. According to the measure of adjusted R-Square, the model with a relatively higher R^2 statistic value is better (Field, 2009).

Table 4. 5: Model Summary

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.872 ^a	0.761	0.759	0.18708

a. Predictors: (Constant), PPP, GPB, GAGA

b. Dependent Variable: JS

Source: (SPSS Output of survey result, 2023)

Table 4.5 shows that the adjusted R² value is 0.759 that indicates that independent variables (general political behavior, going along to get ahead and pay and promotion policy) explain 76% of the variability in the dependent variable (employee’s job satisfaction), while 24% of the variation in the dependent variable (employee’s job satisfaction) explained by other factors which are not captured by the current empirical model.

4.4.2.3 ANOVA Model Fit

ANOVA shows whether there is a linear relationship between any of the independent variables and dependent variables using the F-test statistic. Field explained that the ANOVA tests whether the overall regression model is a good fit for the data (Field, 2009). Researchers use the results of Analysis of Variance (ANOVA) to test the null hypothesis that there is no linear relationship between the dependent variable and independent variables. Simply it tells us whether the model is a significant fit for the data overall. Generally, the regression model is a good fit for the data if the F test value is less than .05 in the column labeled Sig.

The SPSS output in Table 4.6 below shows that the independent variables (perceived organizational politics) are significantly better at predicting the dependent variable (employees’ job satisfaction) at 5% margin of error as the significant value p is less than 0.001. It can be concluded that the regression model is a good fit for the data.

Table 4. 6: ANOVA Model Fit

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.488	3	11.829	358.45	<0.001 ^b
	Residual	11.130	338	0.033		
	Total	46.618	341			

a. Dependent Variable: JS

b. Predictors: (Constant), PPP, GPB, GAGA

Source: (Researcher's Survey Result, 2023)

4.4.2.4 The Regression Model Results

To empirically analyze the relationship between employees' job satisfaction and a set of independent variables including general political behavior, go along get ahead, pay, and promotion policy, the results are estimated using multiple linear regression and presented in Table 4.7 below. The Coefficients table below contains the information required to produce a model regression equation, identifies which independent variables are most important, and provides the significance of each independent variable.

Table 4. 7: Regression Model Coefficient Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.759	.114		32.894	<0.001
	GPB	-.127	.025	-.221	-4.946	<0.001
	GAGA	-.173	.028	-.296	-6.251	<0.001
	PPP	-.186	.027	-.330	-6,934	<0.001

a. Dependent Variable: JS

Source: (SPSS result, 2023)

As shown in Table 4.7 above, standardization coefficients specify the number of standard deviations that the outcome (employees' job satisfaction) would change as a result of one standard deviation change in the predictor (independent variable). The standardized beta values are all measured in standard deviation units and so are directly comparable. Therefore, they provide a better insight into the 'importance' of a predictor in the model (Field, 2009). The higher the absolute value of the beta coefficient, the stronger the effect. Accordingly, the standardized beta value for general political behavior, go along to get ahead, and pay and promotion policy are -0.221, -0.296 and -0.330 respectively indicating that all indicators or dimensions of perceived organizational politics have a comparative degree of importance in the model. Accordingly, pay and promotion policy had the highest standardized coefficient (-0.330) followed by going along to get ahead (-0.296). This revealed that pay and promotion policy had a higher relative effect on employee job satisfaction followed by go along to get ahead and general political behavior.

Table 4.7 also depicts the unstandardized coefficient, which denotes the change in the dependent variable with a unit change in the independent variable. that the relation between general political behavior, going along to get ahead, pay and promotion policy, and employee job satisfaction is statistically significant. From above table 4.7 all the coefficient values for these measures are negative (-0.127, -0.173, -0.186) for general political behavior, go along to get ahead and pay and promotion policy respectively. The value of this negative result indicates that perceived organizational politics had a negative effect on employees' job satisfaction. The column called sig. shows the significance level of each perceived organizational politics dimension such as general political behavior, go along to get ahead, pay, and promotion policy; it is <0.001, <0.001, and <0.001 respectively, which means 1 % level). Thus, from unstandardized coefficients of three perceived organizational politics dimensions, and their significance value it can be inferred that perceived organizational politics (which is measured in terms of general political behavior, go along to get ahead and pay and promotion policy) has a statistically significant negative effect on employee's job satisfaction.

In general, the three dimensions of perceived organizational politics have a negative and statistically significant effect on employees' job satisfaction at Bahir Dar University, Ethiopia. As stated in chapter three, the study used the multiple regression model to establish the statistical

significance of the independent variables on the dependent variable (employee's job satisfaction), and the final estimated model is presented as follows.

$$JS = 3.759 - 0.127GPB - 0.173GAGA - 0.186PPP$$

Where;

JS = Employee Job satisfaction

GPB = General political behavior

GAGA = Going along to get a head

PPP = Pay and promotion policy

4.5 Discussion of Findings

4.5.1 Hypotheses Test Decision

It is the first job in this analysis to look at the p-value of the respective independent variables in the coefficient table and decide which of the formulated hypotheses to be accepted or rejected. Thus, based on the p-values of each perceived organizational politics dimension and their effect on employee job satisfaction, the following decisions are made and a discussion will follow.

H1: - General Political behavior has a Statistically Significant negative effect on employees' Job Satisfaction on the Institutions.

Literature shows that general political behavior has a significant negative effect on employees' job satisfaction. The output of the multiple linear regression models in Table 4.8 indicates that the GPB p-value was below the significant level of 1%. Therefore, from the finding above, it is possible to reject the null hypothesis because general political behavior has a statistically significant negative effect on employees' job satisfaction. So, H₀ is rejected, and accepts the alternative one (H₁). The result is consistent with other research finding such as those (Durnali, 2019; Ugwu, 2020).

H2: - Go Along to Get Ahead Statistically Significant Negative Effect on Employees' Job Satisfaction of the Institutions.

Different literature depicted that go along to get ahead statistically significant negative effect on employees' job satisfaction. According to Table 4.8, the p-value result shows that going along to

get ahead does have significant effects on employees' job satisfaction because its p-value was below the significant level of 1%. From the theoretical point of view, going along to get ahead is one of the major predictors of employee job satisfaction. So, in this research, the finding indicates that going along to get ahead has significantly determined employees' job satisfaction. The finding of the study is similar to other existing research findings. Javed et al. found a negative and significant effect between going along to get ahead and employees' job satisfaction (Shahzadi et al., 2014).

H3: - Pay and promotion policy have a statistically significant negative effect on employees' job Satisfaction of the Institutions.

Literature shows that pay and promotion policy has a statistically significant negative effect on employee job satisfaction. Table 4.8 also supports this idea. According to Table 4.8, the linear regression outputs show that pay and promotion policy are significant determinants for employee job satisfaction with a significance value less than 0.01. Similarly, H0 is rejected because pay and promotion policies have a statistically significant negative effect on employees' job satisfaction. The study has a similar result to (Kosteas, 2011). The results are summarized in the following table.

Table 4. 8: Summary of Hypothesis Test

No	Hypotheses (alternative form)	Unstandar dized B	Standar dized B	P- Value	Decision
1	H1: - General political behavior has statistically significant negative effect on employees' job satisfaction.	-.123	-.221	<0.001	Accepted
2	H2: - Go along to get ahead statistically significant negative effect on employees' job satisfaction	-.173	-.296	<0.001	Accepted
3	H3: - pay and promotion policy have statistically significant negative effect on employees' job satisfaction	-.186	-.330	<0.001	Accepted

Source: (Own Survey Result, 2023)

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Major Findings

At Bahir Dar University the study looked at how perceived organizational politics affected workers' job satisfaction. In order to achieve this, information is gathered through the use of a structured questionnaire from a sample of 380 employees out of the 7,684 total employees at Bahir Dar University. After the data has been cleaned up and coded, various statistical analyses are carried out using SPSS Version 20. These include descriptive, correlational, and regression analysis. The research was an explanatory type that adhered to a post positivist research ethic. This study used a quantitative research strategy as its research methodology.

The outcome demonstrates that respondents' attitudes demonstrate their agreement on the mean range of agreement by an approximate value of GPB = 3.64, GAGA= 3.35, and PPP = 3.78, respectively, for general political conduct, go along to get ahead, pay, and promotion policy. Indeed, among the Three dimensions of perceived organizational politics, they pay, and promotion policy variable had the greatest mean value. The average employee job satisfaction score (JS= 2.02) of Bahir Dar University, shows that the respondents are not happy with their jobs.

With a Pearson correlation coefficient of -0.541 and a 'p-value less than 0.001, there is a substantial association negative and significant link between pay and promotion policy (PPP) and employee job satisfaction (JS). Going along to get ahead (GAGA) and employee job satisfaction (JS) has a substantial association and statistically significant negative link ($r=-0.521$, $p<0.001$), according to the correlation found. General political behavior (GPB) and employees' job satisfaction have a statistically significant negative and moderate relationship ($r= -0.432$, $p<0.001$). This leads one to the conclusion that there is a statistically substantial negative correlation between perceived organizational politics, as measured by the aforementioned aspects, and employee job satisfaction.

The outcome demonstrates that the pay and promotion policy (PPP) multiple linear regression coefficients are -0.186 and significant value $p<0.001$, indicating that the PPP has a statistically

negative impact on employees' job satisfaction. Similar to this, the go along to get ahead (GAGA) multiple linear regression coefficient is -0.173, and the significant value is $p < 0.001$, indicating that go along to get ahead has a statistically negative effect on employees' job satisfaction. In conclusion, the multiple linear regression coefficients for general political behaviour (GPB) is -0.127, with a significant value of $p < 0.001$, indicating that general political behaviour has a statistically significant negative impact on employees' job satisfaction.

At the Bahir Dar University in Ethiopia, employees' job satisfaction is generally negatively and statistically significantly impacted by the three elements of perceived organizational politics.

5.2 Conclusions

The study investigated how perceived organizational politics affected workers' job satisfaction at Bahir Dar University. In order to achieve this, the researcher obtained the relevant information from Bahir Dar University using a structured questionnaire. Both descriptive and inferential statistical findings are provided using the survey data. The mean and standard deviation with respect to the descriptive analysis were calculated. Using a model with numerous linear regressions, inferential or regression analysis is performed. The researcher has reached the following conclusion as a result of critical descriptive and regression analysis.

The study's key finding is that employees' perceptions of organizational politics have a detrimental impact on their job satisfaction. To be more precise, the academic and administrative employees at Bahir Dar University are not happy with their jobs as a result of general political behavior, the go-along-to-get-ahead mentality, and pay and promotion practices.

- The researcher found that general political behavior (GPB) has a significant negative effect on employees' job satisfaction.
- The study reported that go along to get ahead (GAGA) negatively and significantly correlates with employees' job satisfaction in academic and administrative staffs of the university in the study period.
- In this study, the research concluded that pay and promotion policies (PPP) negatively and significantly reduced their employees' job satisfaction during the study period.

In general, the three dimensions of perceived organizational politics explained 76% of employees' job satisfaction, while the remaining 24% was explained by other factors. At Bahir

Dar University all three dimensions have a detrimental and statistically significant impact on employees' job satisfaction.

5.3 Recommendations

The following recommendations are provided in light of the key results and conclusions covered in the earlier sections.

The university should seek to address the following difficulties because employees, as previously said, perceive a high frequency of perception of general political conduct, go along to get ahead, and pay and promotion policy components of perceived organizational politics.

- Bahir Dar University has to be responsible for making sure that all laws, rules, and regulations are followed to the letter. It should devise a way to hold those employees accountable who behave improperly to advance their own interests at the expense of other staff members and university goals.
- In order to guarantee the fair and equitable distribution of limited resources, the university shall create and execute property administration mechanisms.
- The organization ought to set up broad meetings and encourage staff members to express their opinions regarding the general atmosphere at their institutions. The university should also guarantee freedom of speech and promote a respectable leadership culture.
- The university shall develop and put into effect stringent and lucid regulations, policies, and legislation that can safeguard the interests of their workers with relation to salary and promotion policies. Provide instruction and raise awareness among staff members who do job evaluations. Additionally, it's critical to hold those biased evaluators accountable.
- Finally, the organization should devise strong and effective communication and relation programs that can ease any tension in the employee-to-employee and employee-to-management interactions in order to improve such unwanted perceptions among their personnel.

5.4 Implication for Further Research

Futures scholars should therefore look at the reasons why companies do not rigorously adhere to and implement their rules and policies. In the upcoming research project, the employees' mute behavior also requires consideration.

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Appendixes

Descriptive Statistics for Independent and Dependent Variables

Table 5: Descriptive Statistics for General Political Behavior (GPB)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
People in this organization attempt to build themselves up by tearing others down.	342	1	5	2.17	1.335
There has always been an influential group in this department that no one ever crosses.	342	1	5	2.25	1.369
Valid N (listwise)	342				

Table 6: Descriptive Statistics for *Go Along to Get Ahead (GAGA)*

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employees are encouraged to speak out frankly even when they are critical of well-established ideas	342	1	5	2.17	1.335
There is no place for yes-men around here; good ideas are desired even if it means disagreeing with superiors.	342	1	5	2.31	1.352
Agreeing with powerful others is the best alternative in this organization.	341	1	5	2.47	1.470
It is best not to rock the boat in this organization.	342	1	5	1.62	.891
Sometimes it is easier to remain quiet than to fight the system.	342	1	5	2.25	1.369
Sometimes it is easier to remain quiet than to fight the system.	342	1	5	2.25	1.369
It is safer to think what you are told than to make up your own mind.	342	1	5	2.44	1.333
Valid N (listwise)	341				

Table 7: Descriptive Statistics for Pay and Promotion Policy (PPP)

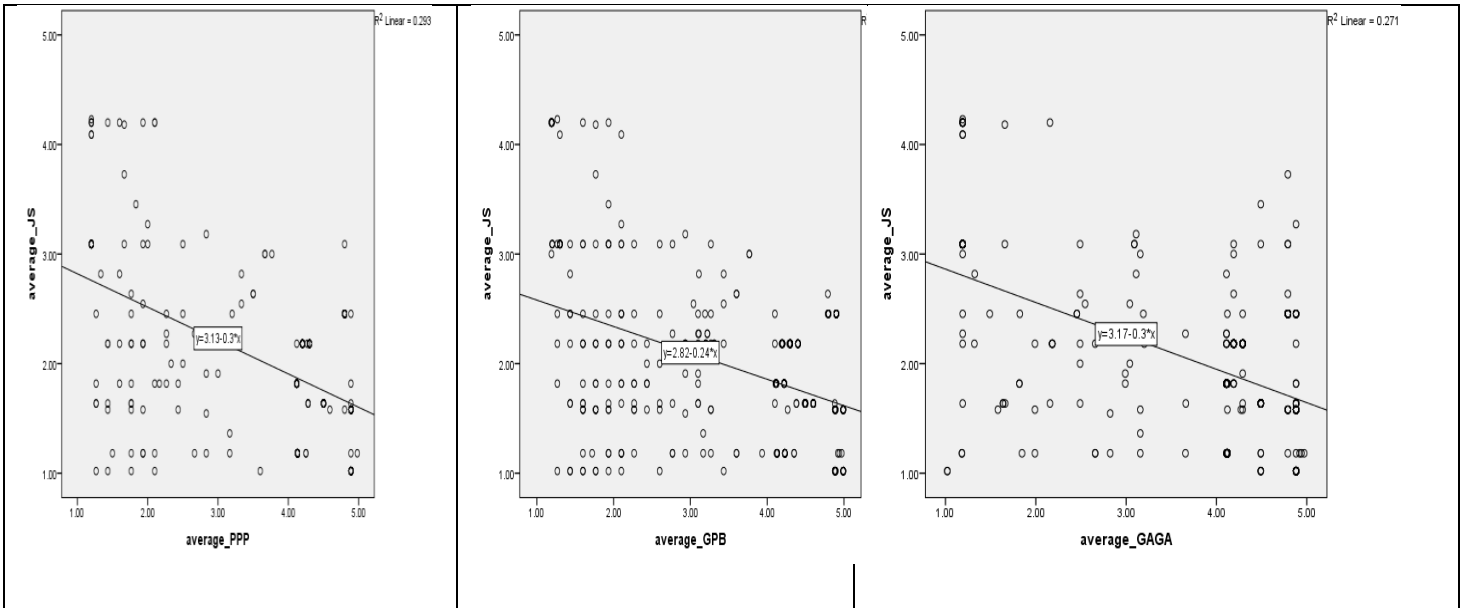
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I cannot remember when a person received a pay increase or promotion that was inconsistent with the published policies.	342	1	5	2.37	1.393
I cannot remember when a person received a pay increase or promotion that was inconsistent with the published policies.	342	1	5	2.37	1.393
None of the raises I have received are consistent with the policies on how raises should be determined.	341	1	5	2.55	1.491
The stated pay and promotion policies have nothing to do with how pay raises and promotions are determined.	342	1	5	1.77	1.119
None of the raises I have received are consistent with the policies on how raises should be determined.	341	1	5	2.55	1.491
I cannot remember when a person received a pay increase or promotion that was inconsistent with the published policies.	342	1	5	2.37	1.393
Valid N (listwise)	341				

Table 8: Descriptive Statistics for Employee Job Satisfaction (JS)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The current work makes the best use of my abilities	342	1	5	1.87	1.163
I would recommend this company as a good place to work	342	1	5	2.37	1.393
My job gives me the opportunity to learn.	341	1	5	2.55	1.491
I receive the right amount of recognition for my work.	342	1	5	1.77	1.119
Feeling safe in the work environment	342	1	5	2.34	1.401
Respectful treatment of all employees at all levels	342	1	5	2.40	1.477
I feel I am being paid a fair amount for the work I do.	342	1	5	1.87	1.163
I always feel that my job is meaningful.	342	1	5	2.37	1.393
Those who do well on the job stand a fair chance of being promoted.	341	1	5	2.55	1.491
I feel a sense of pride in doing my job.	342	1	5	1.77	1.119
My job is enjoyable.	342	1	5	2.34	1.401
Valid N (listwise)	341				

Linearity Test between Independent and Dependent Variables



Part two: Perceived Organizational Politics and Job Satisfaction Related Items

Dear respondents! Please indicate the extent to which you agree with the following perceived organizational politics and job satisfaction related statements.

- Note:** 1 = Strongly Disagree, means you strongly disagree with the idea requested
 2 = Disagree, means you disagree with idea requested
 3 = Neutral, which means neither agree nor disagree
 4 = Agree, means you agree with idea requested
 5 = Strongly Agree, means you strongly agree with the idea requested

<i>General Political Behavior (GPB)</i>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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
<i>Go Along to Get Ahead (GAGA)</i>					
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
It is best not to rock the boat 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 mind.	1	2	3	4	5
<i>Pay and promotion policy (PPP)</i>					
Since I have worked in this department, I have never seen the pay and promotion policies applied politically.	1	2	3	4	5
I cannot remember when a person received a pay increase or promotion that was inconsistent with the published policies.	1	2	3	4	5
None of the raises I have received are consistent with the policies on how raises should be determined.	1	2	3	4	5
The stated pay and promotion policies have nothing to do with how pay raises and promotions are determined.	1	2	3	4	5
When it comes to pay raise and promotion decisions, policies are irrelevant	1	2	3	4	5
Promotions around here are not valued much because how they are determined is so political.	1	2	3	4	5
<i>Job Satisfaction (JS)</i>					

The current work makes the best use of my abilities	1	2	3	4	5
I would recommend this company as a good place to work	1	2	3	4	5
My job gives me the opportunity to learn.	1	2	3	4	5
I receive the right amount of recognition for my work.	1	2	3	4	5
Feeling safe in the work environment.	1	2	3	4	5
Respectful treatment of all employees at all levels.	1	2	3	4	5
I feel I am being paid a fair amount for the work I do.	1	2	3	4	5
I always feel that my job is meaningful.	1	2	3	4	5
Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5
I feel a sense of pride in doing my job.	1	2	3	4	5
My job is enjoyable.	1	2	3	4	5

Thank you very much for your cooperation in advance!