

The Effect of Organizational Politics on Employee Engagement

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ABSTRACT

Assessing organizational politics' effect on employee engagement in Ethiopian Ministry of Revenues was the aim of this study. To this end, a quantitative research approach with explanatory research design was employed. Questionnaire was developed and used for data collection purpose. Descriptive and inferential analysis was also conducted. The results of the study reveal a negative and moderate association of organizational politics and employee engagement. It was observed that 47.4% variance in employees' engagement was caused by organizational politics. Accordingly, to minimize adverse impact organizational politics has on employee engagement level introducing as well as taking measures that reduce individual's political behaviors by making procedures and standards in a clear way and with effective communication channels should be in place. It is also recommended that the managers of Ministry of Revenues should introduce policies and strategies that enhance the engagement level of employees related to implementing competitive and attractive compensation package, giving appropriate recognition and rewards for excellent performers, establishing open communication, healthiest employee relation, and participatory management.

Keywords: Employee Engagement, General Political Behavior, Organizational Politics, Going Along to Get Ahead, Pay and Promotion Policy

INTRODUCTION

An organization is a collection of people that manages and coordinates other resources so as to achieve stated objectives and goals. Hence,

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there is people involvement in the execution of organizational tasks and activities and organizations are not fully capable to manage their overall conducts in a rational and objective way, political behaviors in organizations are unavoidable (Olorunleke, 2015). The effect of politics in organizations may be either positive which creates a conducive and collaborative environment, or negative that leads the work environment to be destructive and competitive. It can be concluded that there is no organization which is out of politics (Nargunde, 2013).

Organizational politics has a higher influence in every type of connection within staffs and the organization and among staffs. Organizational politics is a difficult, challenging and complex issue for the organization since there are organizational formal rules and interests to attain organizational goals on the one hand and informal or unofficial self-interest attitudes and behaviors of individuals that aim to exploit every opportunity so as to get maximum benefit for themselves (Samuel, 2018). Organizational politics is defined as an effort to advance ideas, influence, power, or targeted objectives through informal, unofficial and behind the scene way (Brandon & Seldman, 2004; Hochwarter et al., 2000). It is self-centered behavior that focuses on achieving one's own advantage and objectives by ignoring or damaging others' interests and benefits and in conflict with the overall organizational goals. Organizational politics is exercised by using "*ingratiating; networking; information management; impression management; and coalition building*" (Hoy & Miskel, 2008).

Organizational politics increase workplace anxiety and stress, reduce employee self-confidence, and make the work environment unsuitable. This can lead to reduced productivity, organizational involvement and profits (Cropanzano et al., 1997; Witt et al., 2000; Miller et al., 2008; Vigoda-Gadot & Talmud, 2010).

Employee engagement represents "*a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption*" (Schaufeli et al., 2002). It denotes full investment employee's exhibit to their work in terms of their physical resources, cognition, and emotion (Ibid). It is the involvement, energy, and a concentrated effort on the part of employees to fulfill organizational goals and aims (Macey & Schneider, 2008; Schaufeli et al., 2002).

Worker engagement can be categorized as job engagement which indicates engagement in doing jobs and organizational engagement which shows engagement to achieve organizational goals and objectives (Saks,

2006). Job gratification; occupation characteristics; turnover; alleged organizational support; procedural justice; organizational commitment; and organizational citizenship behavior have relationship with job engagement. Job engagement has negative association with the intention of employees to go away from the organization (Saks, 2006). The findings of different researchers revealed a vital determinant of employee engagement in overall performance, faithfulness to commitments or obligations, retention of talent, enhancing work productivity, innovation, job satisfaction and minimizing burnout and health-associated issues (Hakanen et al., 2006, Salanova et al., 2005; Schaufeli & Bakker, 2004; Hewitt, 2005; Bakker et al., 2000; Xanthopoulou et al., 2000; Hallberg et al., 2007, Salanova et al., 2005; Gallup, 2004; Rothbard & Patil, 2011; Hallberg & Schaufeli, 2006; Koyuncu et al., 2006). Extraordinary employee engagement enables to improve an ongoing emotional relationship between the organization and its customers, to yield profit or financial gain and overall organizational growth (Perrin, 2007).

The findings of studies conducted on organizational politics and employee engagement showed the existence of negative relations. The excessive practice of politics in organizations reduces job satisfaction, creates feelings of neglect, and increases employee's intent or predisposition to leave the organization (Hirschman, 1970; Duliebohn, 1998). Organizational politics negatively affect work-related feelings and damages employee engagement (Vigoda, 2000).

Organizational politics has negative effect on employee engagement and they have an inverse relationship (Jain & Ansari, 2018). It is observable that there are many research works conducted on organizational politics and employee engagement but in the Ethiopian context, there are no adequate works. In this study, the researchers attempt to assess the effect organizational politics has on employee engagement in Ethiopian Ministry of Revenues (MoR).

Organizational Politics (OP) and its effect on different job outcome variables have been researched thoroughly by different researchers in the world but such type of researches has not been conducted in the Ethiopian context adequately. Because of this, the influence of organizational politics on engagement of employees remains unknown as well as its influence on organizational performance has not got much attention. These conditions lead organizations in Ethiopia including Ministry of Revenues to focus only on enhancing employee motivation, introducing new organizational

structures, attractive reward and benefits packages, and other related measures to exploit the potential of employees fully and retain talented employees so as to attain organizational excellence without addressing the effects of politics on employee's engagement in organizations. To fill this gap, this paper tries to assess effect of organizational politics on employee engagement which is crucial for employee motivation as well as productivity in the Ethiopian Ministry of Revenues.

LITERATURE REVIEW

Organizational Politics

Different scholars define organizational politics differently and there is no standard definition for it since it is perceived and described as the behavioral tool used by organizations to influence the behavior and attitudes of employees (Hartel & Berry, 1999). However, organizational politics can be understood by taking into consideration two widely used definitions. The first definition views organizational politics as a process of influence that includes social behaviors and its effect can be functional or dysfunctional. The second definition sees organizational politics as strategically designed dysfunctional behavior introduced to attain long and short-term self-interest contrary to the organizational interest (Cropanzano et al., 1997).

As stated by Huang et al. (2003), organizational politics is a phenomenon that indicates the attempt of organizational members directly or indirectly to influence other members in ways that are not forbidden by formal rules, procedures, and standards or informal norms to attain personal or group interests. Organizational politics involves self-serving intent or behavior of individuals and individual's subjective evaluation of their work condition dominated by self-serving behavior in relation to their workmates and bosses (Ferris et al., 2000). It is mainly practiced by people in the organization who own the decision-making power to give rewards which helps them to advance and secure their self and group interests (Cropanzano et al., 1995).

In general, organizational politics is an unavoidable phenomenon in organizations because there are diverse interests of employees in the work environment that should be treated in a right track that ensures attaining organizational objectives on one hand, and employees' objectives

on the other side. In the process of mitigating the diverse interests of employees, organizations cannot fully and rationally take actions and measures. This condition leads to the introduction of informal activities, decisions, measures, and groupings that exploits the limitations of formal instructions, measures as well as norms of the organization to attain self and group interests which may be contrary to the overall organizational objectives. This practice, as it is indicated in the definitions of different scholars, represents the practice of organizational politics.

In organizations, employees engage in self-serving behavior when they think that they are controlled, influenced or their interests are not respected and addressed by other members of the organization (Beugré & Liverpool in Vigoda-Gadot & Drory, 2006). Humans' tendency to acquire power causes workplace political behaviors which may be in tension with the division of labor and status differences (Nicholson, 1997). Organizational politics can be a result of narcissism which is exhibited in human's behavior (Vredenburg & Fossen, 2010).

Employees participate in organizational politics when there are no clear procedures in making decisions and performance measures and there is a struggle between groups and individuals to share limited resources (Poon, 2003). Additionally, the lack of fairness and equity of such systems can be the main source of higher perceptions of organizational politics (Vigoda-Gadot, 2007). High-level organizational politics perception is not seen in organizations which have clear decision-making procedures and less competition for resource sharing. For James (in Vigoda-Gadot & Drory, 2006) external competitive pressures organizations faced because of globalization and technological transformation increase internal organizational politics.

Organizational politics affect the organization and its members negatively when it is carried out excessively which results in lower morale of employees, high turnover, wasted time and effort, and lower performance (Culbert & McDonough, 1985; Dubrin, 2001). When employees perceive the excessive existence of organizational politics in an organization, they view organizational policies, procedures, and decisions as unjust, inequity, and unfair (Ferris & Kacmar, 1992). The theory of procedural justice can be used to explain organizational politics and it argued that organizational politics linked to efficiency of human resource management systems, exchange based connection among leaders and members and decision making process (Ferris et al., 1996). Higher perception of organizational

politics occurs when there is absence of nominal impartiality, objectivity and fair-mindedness in these systems which affect the overall performance of the organization (Ibid).

Organizational politics creates a feeling of threat on employees because of the uncertainty, ambiguity, and self-interest actions of others (Harris et al., 2009). This situation will develop in employees rank rivalry, need for control and power, forcefulness, egotism, and manipulation tendencies (Vredenburg & Fossen, 2010). It also hurts the performance of employees and organizational commitment (Vigoda-Gadot & Kapun, 2005).

Stress, job anxiety, and conflict at the workplace are caused by organizational politics (Ladebo, 2006). These conditions of work are causes for employees' detachment from their work physically and mentally (Vigoda-Gadot & Kapun, 2005) which makes employees disengage in their work. When employees think that other coworkers and the procedure of the organization cannot be trusted, they will lower their commitment; put insignificant effort and shows withdrawal behavior (Albrecht, 2006). It is believed that since organizational politics is strategic behavior aimed to promote self-interest, employees have a negative perspective on it (Vigoda-Gadot, 2007).

Employee Engagement

Engaged employees at work are important for organizations in providing competitive advantages, increasing productivity, and lowering employee turnover. Because of this organizations invest much effort that fosters employee engagement through different policies and practices. Employee engagement refers commitment to a company or team work behavior both emotionally and intellectually that helps the company keep and achieve its promises to customers and improves financial results (Hewitt Associates). According to the definition of Hewitt Associates being part of the company, stay in the company, promote the company to potential workers and customers, being positive for workmates, provide constructive critics and exert maximum effort and behavior that leads to business success are the manifestations of engaged employees.

Similarly, employee engagement indicates a positive outlook employees have towards the values of the company and the company itself (Institute for Employment Studies). When employees engage in

their job they know the business context, works with another workers cooperatively to maximize their performance and ensure companywide success. Organizations should follow dual relationship approach between the company and employees in order to improve and up bring engagement.

Kahn (1990) defined employee engagement by comparing and contrasting personal engagement with personal disengagement. He argued that the “*harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances*” indicates personal engagement while personal disengagement is “*the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances.*” He also describes cognitive, physical plus emotional aspects of employee engagement which are impacted by the self-in-role psychological experiences (Kahn, 1990). It indicates that an employee’s behavior in workplace performance and everyday life experience is determined by psychological factors.

The findings of different studies show that many factors are responsible for employee engagement. These factors are related to exceptional leadership, managing expectations, participative management style, training and career development, trust, family-work balance, remuneration, and employee motivational match.

Career development has an impact on employee engagement and retention of employees since it provides opportunities for personal development. It should be introduced and implemented with unambiguous rules and procedures. Career development can be effected through training which enhances employee’s loyalty to the company (Torrington et al., 2005). Giving an equal opportunity for growth and advancement is a critical factor for employee engagement. Similarly, evaluating the performance of employees fairly, transparently, and in an unbiased way and giving constructive feedback is important to register high level of employee engagement. Performance management and development systems of the organization have also positive contributions in enhancing employee engagement (Robinson et al., 2007). The suggestions provided by Roffey Park Institute shows that development opportunities and effective management and leadership styles considered as key drivers for employee engagement.

Organizations that give respect and recognition for employee’s contributions can attain higher employee engagement level. Employee

participation in making decisions creates belongingness and ownership sense in the affairs of an organization and it leads to engagement. A trustful and challenging environment that encourages employees to disagree with the existing rigged and orthodoxy condition and gives innovative inputs and thoughts to develop the business is facilitated by the leaders of high-engagement workplaces. Hearing the voice of employees is another driver of employee engagement. The engagement level of employees is high in those organizations that give opportunity for employees in making decisions and listens the views of employees (Mutunga, 2009).

Melcrum (2007) argued that the organizational systems related to recognition, benefits and compensation are determinant in ensuring employee engagement. Giving adequate and attractive compensation and benefits has higher impact on job satisfaction which leads employees to be happy in their work activity.

The findings of different research works show that the engagement levels are low in organizations in which, employees do not feel secure while working. When the effort of organizations is high to improve the human and environmental conditions there will be a sense of meaning and value for employees that encourage employee engagement and commitment to make a difference (Levinson, 2007). Because of this, every organization must adopt appropriate employee health and safety systems and measures.

Employees' view about their job has also impact on their level of engagement. An organization needs to ensure that there is a fit between the career goals of employees and the job they are assigned to perform since it makes them enjoy and be satisfied with their job.

Lockwood (2007) argued that organizations that instill great value or significance for employees have more engaged employees. To enhance the satisfaction and engagement of employees, the job should demand both routine and new skills, be challenging, have clearly defined goals, offers some autonomy and ownership, allows employees to have some influence and ownership over the work, and enable them to be creative and varied (Kahn, 1990).

The other enabler of employee engagement is exceptional leadership. Understandably the work environment is mainly influenced by leadership styles. Since leaders are influencers and power holders, they are facilitators for a higher level of engagement (Smith & Markwick, 2009). Thomas et al. (2004), state that leaders should engage in giving positive and constructive feedback for employees, allowing open communication, creating a shared

vision with all employees, and listening views of employees without reprisal.

The findings of a survey conducted by Gallup organization (2004) show the relationship between employee engagement and other variables like profitability, customer loyalty and business growth. Ott (2007) argued that higher workplace engagement is the main determinant of Higher Earnings per Share (EPS) in organizations. An organization that have *“more than four engaged employees for every one disengaged employee recorded more growth of EPS, i.e. 2.6 times, than organization which has less than four engaged worker for one disengaged employee”* (Ott, 2007).

On contrary, disengaged employees show spinning which indicates wasting effort and talent on activities that are not important for the organization, settling (not show full commitment), and splitting (don't exert their effort to change the organization) (Blessing White, 2006).

Organizational Politics and Employee Engagement

The association between organizational politics and job outcome variable is studied by different researchers. The effect of organizational politics on organizational commitment; job burnout; job satisfaction; job stress and strain is studied but its relation with employee engagement is not adequately studied and needs much attention (Ugwu & Onyishi, 2013). The findings of studies conducted on the tie among organizational politics with employee engagement reveal existence of negative relations. Excessive practice of politics in organizations lowers the job satisfaction of employees, creates a sense of emotional neglect, and enhances turnover intention (Hirschman, 1970; Duliebohn, 1998). Vigoda (2000) argued that organizational politics negatively affect work-related feelings and damages employee engagement.

Organizational politics creates psychological and physiological withdrawal of employees from the job since they feel that there are powerful people who get the maximum gains and benefits from the organization and it reduces employee engagement, job gratification, and commitment towards the organization (Cropanzano et al., 1997). According to (Drory, 1993) employees who hold low status are more affected by organizational politics than high position holders and it increases job anxiety, decreases the level of job satisfaction, and increases employees' turnover intention (Gotsis & Kortezi, 2010).

Social Exchange Theory

Social exchange explains the obligation which is unspecified and related to exerting extra effort by employees to get the return from the organization (Blau, 1964). According to Social exchange theory the base for making relations between people is social exchange which is also practicable in the relationship between an organization and employees. It includes material and emotional exchange elements. Organizations to undertake their operations require the efforts of employees by fulfilling the material and emotional needs of employees and employees that gain emotional and material gratification from the organization exert their effort to the accomplishment of organizational objectives. The theory stated that the exchange has to be equitable, fair and medium of exchange should be acceptable by both parties so as to get benefits from employees in their relationship with the organization. Social exchange theory is important to explain organizational fairness and justice by using variables like helping behavior in understanding workplace politics, social support, trust, and social reciprocity (Cropanzano et al., 2002). Therefore, it can conclude that employees engage in their work when they view the material and emotional gains are fair, just, support their interests and ambitions, and not affected by the practice of organizational politics negatively.

Procedural Justice Theory

Theory of procedural justice views organizational politics in relation with decision making process of the organization and efficiency related to human resource management systems (Ferris et al., 1996). Higher level perception of organizational politics is exhibited when there is absence of fairness and justice in the human resource management practices and systems that affect job outcome variables including employee engagement. Organizational politics should be understood by taking into consideration what people perceive and think of it rather than what it actually looks like since people react to their insights and attitudes of actuality, not to actuality itself. This indicates when an employee perceives the existence of unfairness and injustice in the human resource management practice and system of the company, they feel existence of politics in the organization and their engagement level can be affected negatively.

Conceptual Framework and Hypothesis

In measuring perception of organizational politics, measurements related with *“general political behavior, going along to get ahead and pay and*

promotion policies” are widely used in different research works and it was introduced by Kacmar and Carlson in 1997. General political behavior refers making groups that strive to attain self-serving interest in organization by excluding others, going along to get ahead shows the intention of employees to accept the current organizational system and practices to get more advantages in the organization and pay and promotion policies measure whether salary and career advancement related decisions reached on merit-based process or determined politically.

Utrecht Work Engagement Scale (UWES) is used in measuring employee engagement which uses three constructs; vigor, absorption and dedication. Vigor dimension of employee engagement measures mental resilience and energy in performing works, and willingness to exert maximum effort and persistence in facing work related challenges. Absorption examines the concentration, happiness, and engrossment of workers whereby time passes quickly. Dedication indicates a feeling of significance, eagerness, encouragement, self-importance, and challenge at work. After looking at the literatures, this research posits the following conceptual framework and hypotheses:

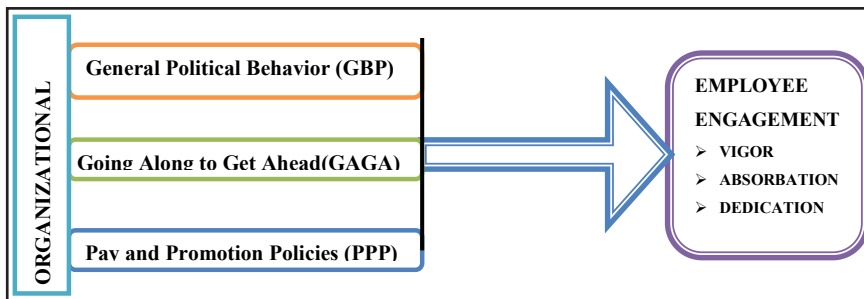


Fig. 1: Conceptual Framework of the Study

H1: Overall organizational politics and employee engagement have strong association in Ministry of Revenues.

H2: General Political Behavior (GPB) has substantial effect on employee engagement in Ministry of Revenues.

H3: Going Along to Get Ahead (GAGA) has substantial effect on employee engagement in Ministry of Revenues.

H4: Pay and Promotion Policy (PPP) has substantial effect on employee engagement in Ministry of Revenues.

H5: Going Along to Get Ahead (GATGA) has the greatest substantial impact on employee engagement in Ministry of Revenues.

RESEARCH METHODOLOGY

This study is explanatory and causal since it targets ascertaining correlation and effect of organizational politics on employee engagement by using correlation as well as regression analysis. It uses primary and secondary sources of data to get relevant information and they were collected from different sources. Primary source of data for this study was employees' response who works at the head office of the Ministry of Revenues. Books, journals, unpublished materials, websites, and other related sources are used to collect secondary data. The sample size was calculated by employing sample determination formula developed by Taro Yamane (1967) formulated as:

$$n = \frac{N}{1 + N(e)^2}$$

Where, n = sample size

N = total population

e = margin of error i.e. 0.05

$$n = \frac{846}{1 + 846(0.05)^2}$$

$$= \frac{846}{1 + 846 \times 0.0025}$$

$$= \frac{846}{3.115}$$

$$n = 272$$

Accordingly, a sample of 272 employees was selected as participants of the study. Participants were selected using mixed sampling technique which was stratified proportionate and purposive sampling technique. In selecting respondents, the researchers take in to consideration the ability of respondents to understand the concepts of the study and representativeness.

The data gathering instrument of the study was structured questionnaire and it was close-ended. Perception of organizational politics was measured by using the Perceptions of Organizational Politics Scale (POPS) proposed by Kacmar and Carlson (1997). It incorporates three measurements, i.e. 2 items related to the General Political Behavior, 7 items related to the Going Along to Get Ahead, and 6 factors related to Pay and Promotion Policies. To measure employee engagement, the Utrecht Work Engagement Scale

(UWES) that include three founding characteristics of work engagement: vigor, dedication, and absorption were used in a structured questionnaire. The structured questionnaire response format employed a 5-Point Likert scale.

Reliability of instruments was tested by using Cronbach's Alpha Coefficient and the result as it is shown in Table 1 was 0.829, 0.795, 0.723, and 0.945 for General Political Behavior; Going Along to Get Ahead; Pay and Promotion Policy; and Employee engagement variables respectively which is acceptable since it is above 0.7 in each variable.

Table 1: Result of Reliability Test

Reliability Statistics		
Variables	Cronbach's Alpha	Number of Items
General Political Behaviour	0.829	2
Going Along to Get Ahead	0.795	7
Pay and Promotion Policy	0.723	6
Employee Engagement	0.945	7

Source: Author's computation from sample survey data (2021).

The collected data were analyzed via SPSS (Statistical Package for Social Science) version 20. The result of data analysis is presented descriptively by using means and standard deviations. Pearson correlation coefficient 'r' is employed to show the association of variables and regression analysis is employed to scrutinize the extent of variation in dependent variable and its effect on the independent variable. To determine the variation or association between variables, the following multiple regression model is used.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where: Y is dependent variable = Employee Engagement, α = Constant, β_1 = coefficient of General Political Behavior, β_2 = coefficient of Going Along to Get Ahead, β_3 = coefficient of Pay and Promotion Policies. β_1 , β_2 and β_3 indicates the change in y for one unit change in X_1 , X_2 , and X_3 where X_1 = General Political Behavior, X_2 = Going Along to Get Ahead, X_3 = Pay and Promotion Policies and e = is the error term.

When we see the demographic characteristics of participants, as it is shown in Table 2, over half of participants were male whose age were

between 30-39 years. Moreover, 41.76% of the participants were staffs that work for the Ministry 6-10 years. When we summarize educational qualification of respondents, most of them were holders of first degree and 81.23% of participants were employed in non-managerial positions.

Table 2: Demographic Characteristics of Participants

		Frequency	Percentage
Gender	Female	104	39.8
	Male	157	60.2
Age	20-29	66	25.3
	30-39	125	47.9
	40-49	53	20.3
	Above 50	17	6.5
Educational Qualification	Diploma	7	2.7
	First Degree	197	75.5
	Master's Degree	57	21.8
Work Experience	1-5 Years	73	28
	6-10 Years	109	41.8
	11-20 Years	63	24.1
	Above 21 Years	16	6.1
Position	Cashier	1	0.4
	Expert	62	23.8
	Guard	1	0.4
	Junior Expert	51	19.5
	Lead Expert	41	15.7
	Manager	2	0.8
	Process owner	15	3.7
	Secretary	2	0.8
	Senior Expert	52	19.9
	Team Coordinator	33	12

Source: Author's computation from sample survey data (2021).

DATA ANALYSIS

Descriptive Statistics of Organizational Politics and Employee Engagement

Table 3: Dimensions of Organizational Politics and Employee Engagement

Descriptive statistics				
No	Variables	N	Mean	Standard Deviation
1	General Political Behavior	261	4.12	1.02
2	Going Along to Get Ahead	261	3.21	0.39
3	Pay and Promotion Policies	261	2.75	0.48
4	Employee Engagement	261	2.44	0.79

Source: Author's computation from sample study statistics (2021).

As it is point outed in Table 3, General Political Behavior dimension of organizational politics mean score is 4.12 (SD = 1.02) and it implies that employees strongly perceived the existence of General Political Behavior and practice in Ministry of Revenues (MoR). The average mean value of Going Along to Get Ahead dimension is = 3.21 (SD = 0.39) and this indicates that respondents moderately agreed that there is employee's intention not to question and criticize the current organizational systems and decisions of the Ministry in order to get rewards and benefits from the higher officials or the system they introduced. Similarly, the mean value of Pay and Promotion Policies aspect is = 2.75 (SD = 0.48) and from this it is understandable that majority of respondents disagree on the merit based implementation of pay and promotion related decisions in the Ministry. As illustrated in Table 3, the mean score value of Employee Engagement is 2.44 (SD = 0.79) and it explains the existence of low level employee engagement in the Ministry.

Correlation Analysis Result

To examine the variables relationship in terms of degree of strength and direction, Pearson Correlation Coefficient is used. The correlation analysis result is presented in Table 4 below.

Table 4: Result of Pearson Correlation Analysis

		General Political Behavior	Going Along to Get Ahead	Pay and Promotion Policy	Employee Engagement	Overall Organizational Politics
General Political Behavior	Pearson Correlation	1				
	Sig.(2-tailed)					
	N	261				
Going Along to Get Ahead	Pearson Correlation	.143*	1			
	Sig.(2-tailed)	.021				
	N	261	261			
Pay and Promotion Policy	Pearson Correlation	.190**	.355**	1		
	Sig.(2-tailed)	.002	.000			
	N	261	261	261		
Employee Engagement	Pearson Correlation	-.667	-.031	.038	1	
	Sig.(2-tailed)	.000	.621	.544		
	N	261	261	261	261	
Overall Organizational Politics	Pearson Correlation	.645**	.696**	.745**	-.324	1
	Sig.(2-tailed)	.000	.000	.000	.000	
	N	261	261	261	261	261
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Author's computation from sample survey data (2021).

As indicated in Table 4 General Political Behavior had a negative and moderate association with engagement level of employee and register the Pearson correlation coefficient point -0.667 ($p < 0.05$). The organizational politics dimension of Going Along to Get Ahead had negative but negligible/insignificant association with employee engagement with an r value of -0.031 ($p > 0.05$). Similarly, Pay and Promotion Policy had a

positive but negligible/insignificant association with employee engagement level in the Ministry of Revenues with r-value of 0.389 ($p > 0.05$). The overall organizational politics had a negative and moderate association with engagement level of employee and register the Pearson correlation coefficient value -0.324 ($p < 0.05$) and it implies that organizational politics decreases employees' engagement in the Ministry of Revenues (MoR).

Regression Analysis Result

Impact of each individual variable on dependent variable can be statistically measured by using multiple regression analysis.

Table 5: Result of Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688a	.474	.467	.57846
a. Predictors: (Constant), General Political Behavior; Going Along to Get Ahead; Pay and Promotion Policy.				

Source: Author's computation from sample survey data (2021).

As it is shown in the model summary, there is an overall influence of each independent variable on dependent variable. Variation of employee engagement level which accounts 47.4%, is explained by general political behavior; pay and promotion policy; and going along to get ahead which are three dimensions of organizational politics, where R square is 0.474. This result is also found statistically significant (Sig. F Change < 0.1).

Table 6 below presents the overall significant relationship of employee engagement with independent variables. From the statistics in the model, if the value of $F > 1$ and $p < 0.05$, the model is fit to predict the impact independent variables have on dependent variable. Statistical result indicates prediction power of the model is fit at an F-value of 77.052 while = .000($p < 0.01$, $F > 1$).

Table 6: Testing for Model Fit

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	77.348	3	25.783	77.05	.000 ^b
	Residual	85.996	257	0.335		
	Total	163.344	260			
a. Dependent Variable: Employee Engagement.						
b. Predictors: (Constant), General Political Behavior; Going Along to Get Ahead; Pay and Promotion Policy.						

Source: Author's computation from sample survey data (2021).

Table 7: Regression Coefficients of the Effect of Organizational Politics on Employee Engagement

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.870	.325		11.902	.000
	General Political Behavior	-.546	.036	-.701	-15.145	.000
	Going Along To Get Ahead	.020	.098	.010	.206	.837
	Pay and Promotion Policy	.273	.080	.167	3.411	.001
Dependent Variable: Employee Engagement						

Source: Author's computation from sample survey data (2021).

To investigate the share of each factor to the model unstandardized beta coefficient is important. A predictor variable is become statistically significant when there is “a high beta value (β) and a small p-value (< 0.05) and a small beta value (β) and a high p-value ($p > 0.05$) indicate the predictor variable has little or no significant contribution to the model” (George & Mallery, 2003).

Table 7 indicates that GPB and PPP dimensions of organizational politics had statistically substantial contribution to employee engagement at 95% confidence level. A statistically insignificant contribution to employee engagement was recorded for GAGA dimension of organizational

politics since its “p-value” is more than significance level 0.05 ($p > 0.05$) i.e. 0.837. In general, General Political Behavior had the most significant statistical impact on employee engagement with “p-value” of 0.000.

General Political Behavior contributes almost 54.60% (-0.546 beta value) to employee engagement level in the Ministry of Revenues (MoR). The second highest beta value is the Pay and Promotion Policy dimension of organizational politics with 0.273 beta value contributing 27.30% to employee engagement level. The third and least beta value registered in Going Along to Get Ahead dimension of organizational politics with -0.020 beta value which contributes 2.0% to employee engagement.

From the above presentation and analysis on the contribution of the organizational politics dimensions to employee engagement, the value for regression weights is computed as follows:

$$EE = 3.87 - 546GPB + 0.02GAGA + 0.273PPP + e \quad \text{where:}$$

EE = Employee Engagement (Dependent Variable); GPB = General Political Behavior; GAGA = Going along to Get Ahead; PPP = Pay and Promotion Policy and e = Standard Error

DISCUSSION

The correlation analysis results, as presented in Table 4 above, showed that overall organizational politics has a negative and moderate association to employee engagement with $r = -0.324$, $N = 261$, and $p < 0.05$. An r-value of -0.324 indicates one unit rise in overall organizational politics leads to a 32.4% decrease in employees engagement level. Therefore, the researchers reject H1. This indicates that overall organizational politics has a negative and moderate (not strong) association with employee engagement.

As presented in Table 7 above, regression analysis result disclosed that General Political Behavior had negative as well as substantial influential impact towards employee engagement with $\beta = -0.546$, at a 95% confidence level ($p < 0.05$). This points out that one unit escalation in General Political Behavior leads to a 54.6% decrease in employee’s engagement level. Therefore, the researchers accept H2 which states GPB has negative and statistically significant influence on employee engagement.

It is also understood that going along to get ahead has a positive but statistically insignificant impact on employee engagement and it register $\beta = 0.02$, ($p > 0.05$). This indicates that one unit increase in GAGA dimension

of organizational politics leads to a 2% increase in the engagement level of employees. Therefore, the researchers reject H3. This indicates that Going Along to Get Ahead has positive but statistically insignificant impact on employee engagement.

Multiple regression analysis results, as presented in Table 7 above, revealed that the Pay and Promotion Policy has positive as well as substantial impact on engagement level of employees with $\beta = 0.273$, at a 95% confidence level ($p < 0.05$). It shows that one unit rise in Pay and Promotion Policy leads to a 27.3% increase in employee engagement. Therefore, the researchers accept H4, and this indicates that if Pay and Promotion Policies are applied based on meritocracy, it will have positive which is statistically substantial impact on engagement of employees.

It is revealed that GPB has the most noteworthy influence on employee engagement and it registered $\beta = -0.546$, ($p < 0.05$). GAGA dimension of organizational politics considered as the least influential factor in determining the engagement level of employees. Therefore, the researchers reject H5. This specifies that GPB has the most statistically substantial influence on employee engagement in Ethiopian Ministry of Revenues.

Managerial Implications

The overall verdicts of the paper indicates the presence of significant negative stimulus of organizational politics on employee engagement. To curb this political behavior, managers in the Ministry of Revenues should adopt and communicate each organizational system that regulate the decision-making process, resource allocation procedures, career development, reward and compensation, promotion and transfer of employees, etc... It is also advisable to limit the decision-making power of politically assigned officials in human resource management functions by designing and implementing clear directives that give equal status for all employees to be treated with organizational and personal issues fairly and impartially.

Managers should introduce and implement systems that empower employees to challenge the influence of ethnically and politically affiliated groups. They have to facilitate the opportunity of employees to challenge and criticize mismanagement, limitations, and misconducts that they see in the management of organizational issues. Introducing pro-

organization and pro-people practices by giving reward and recognition to those employees who show such type of behavior in the organization and punish self-serving political behavior and practice has to be in place.

Though the pay and promotion policy was not an influential factor in affecting employee engagement, it is important to add merit-based evaluation points in giving promotion to employees and strictly following proclamations, regulations, and directives that manages the pay increase and promotion related decisions to build positive and enhance employees trust and satisfaction. The Ministry should stop giving promotions arbitrarily in the name of political nomination that promotes incompetent individuals to control management positions.

Leaders should take the initiative to separate the fusion of ruling political party and government roles in the civil service institutions of Ethiopia by eliminating the practice through neutralization, impartiality, obliged only to implement government policies/strategies in contrary to the political party wills and programs and manages the overall activities of the organization in line with the Constitution and other laws.

In addition to taking measures that reduce the excessive practice of organizational politics, managers should introduce different policies and strategies that enhance the engagement level of employees. They have to introduce competitive and attractive salary and benefits, design works in a way that can exploit the full potentials of employees, giving appropriate recognition and rewards for those who show excellent performance, creating a conducive working environment, open communication, maintaining healthiest employee relation, introducing participatory management that allows employees to partake in decision-making process as well as other related issues.

CONCLUSION

Examining effect of organizational politics on employee engagement in Ethiopian Ministry of Revenues (MoR) was a main aim of this research. Organizational politics was measured by 3 measurements i.e. General Political Behavior; Going Along to Get Ahead; and Pay and Promotion Policy. The relationship of each organizational politics dimension with employee engagement was investigated. The study was also aimed to examine engagement level of employees and scrutinize perception of

staffs about the practice of organizational politics. Based on the outcomes of data analysis as well as interpretation of the study the subsequent inferences are made.

It is understood that employee's engagement level in MoR stands below average or there is a low-level of employee engagement. It was caused by the practice of organizational politics and 47.4% variation on employee engagement was explained by it while the remaining variation can be explained by other factors such as satisfaction at job, motivation, involvement, commitment, and other similar variables.

Employees of MoR perceive the existence of organizational politics practice and they perceive the occurrence of group formations and coalition creations that aims to secure interests of some persons or groups contrary to the overall organizational goal/interest. Pay and Promotion Policies and going along to get ahead dimensions of perception of organizational politics were not significant in affecting employee's engagement.

The association between overall organizational politics and employee engagement was discovered as negative and moderate. General Political Behavior in MoR had a negative and significant/substantial influence in determining the employee engagement level. Going Along to Get Ahead had a negligible negative relation with employee engagement while Pay and Promotion Policy had a positive but weak influence on employee engagement.

Organizational politics' effect on employee engagement in MoR was explored as substantial particularly related to the General Political Behavior measures. It indicates that there was a practice of organizational politics that employees perceive and manifested as political behavior that struggles to attain individuals' or groups' self-interest through the formation of groups and coalitions based on different lines related to ethnicity or political party affiliations. It can be considered as the main factor that determined the engagement level of employees to be in the lower stage.

Scope of Future Research

This study was concentrated on examining the effect of organizational politics measured by Pay and Promotion Policy; Going Along to Get Ahead; and General Political Behavior dimensions on employee engagement. The researcher recommends future researches be conducted

by using other manifestations of organizational politics and employee engagement measurement scales. Future studies on organizational politics in the Ethiopian context should include political clientelism and patronage as one dimension since it explains the practice properly i.e. the fusion of ruling political party and government roles. The impact of organizational politics on other job-related outcomes like turnover intention of employees, employee motivation, employee involvement, employee commitment, job satisfaction and other similar variables in private as well as government institutions should be researched.

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