

**ORGANISATIONAL POLITICS, ORGANISATIONAL SUPPORT AND JOB  
SATISFACTION IN AN INSTITUTION OF HIGHER EDUCATION**

by

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DISSERTATION

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## **DEDICATION**

To the Almighty God for his unfailing love, sufficient grace and his excellent guidance, which made it possible for me to be where I am today, writing this dissertation. I also dedicate it to my family, friends, and everyone else who contributed throughout the completion of this dissertation. Also, to the prospective students and other academics who may find use and interest in this dissertation.

## **DECLARATION**

I declare that the dissertation hereby submitted to the university of Limpopo, for the degree of Master of Commerce in Human Resource Management has not previously been submitted by me for a degree at this or any other university; that it is my work in design and in execution, and that all material contained herein has been duly acknowledged.

Hlongwane, M (Ms)

05 November 2021

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## **ABSTRACT**

The purpose of this study was to examine the relationships among organisational politics, organisational support and job satisfaction among 148 participants in a selected institution of higher education in South Africa. Quantitative, descriptive research was conducted to determine if there is a relationship among the three variables of the study. Data collection was done using structured questionnaires. Two groups of respondents participated in the study; and that is the academic staff and administrative staff members from central administration and library. The study established that organisational politics is negatively related to organisational support and have a negative impact on the overall job satisfaction. Based on the findings of the study, recommendations, strengths and potential links for future research are provided.

Key words/concepts: Organisational Politics, Organisational Support, Job Satisfaction.

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# CHAPTER 1

## INTRODUCTION AND BACKGROUND

### 1. INTRODUCTION

The relationships among organisational politics, organisational support and job satisfaction have been one of the subject matters that have been studied and researched in organisational research world-wide in many organisations (AL-Abrow, 2018; Ugwu, Okafor, Onyishi, Casimir & Chinedu, 2018). However, most researches focused on the relationship between organisational politics, organisational support and job satisfaction in both developed and developing countries in private sectors (Ajijala, 2019). Limited studies on the relationship among the three research variables specific to institutions of higher education in South Africa have been conducted, however, without sufficient knowledge (Manning, 2018; Hadi & Yulianti, 2019). The current study aims to augment what is already known throughout the studies conducted.

Bergeron and Thompson (2020) established that both organisational politics and organisational support have been identified in previous research as key variables in predicting various job attitudes and work outcomes. These variables under study are even more significant to study in institutions of higher education, as they are the foundations of human resources. Staff members of the institution are core part of educational system responsible for a variety of important educational responsibilities. Bergeron and Thompson (2020) further indicate that the overall success of universities is determined by their employees, and their level of support from the organisation, as well as job satisfaction.

Organisational politics, organisational support and job satisfaction are some of the issues that need to be taken into consideration because they affect the smooth running of institutions of higher education in South Africa. As reported by Hayes (2018), lack of organisational support causes organisational politics, which ultimately leads to work dissatisfaction. Job satisfaction in this study is considered a primary variable as it is dependent on the other variables. Organisational politics and organisational support on the other hand are considered as independent variables.

To support the above statement, Ugwu, Okafor, Onyishi, Casimir and Chinedu (2018) established that organisational politics and organisational support has appeared to be the main cause and determinants of the levels of job satisfaction among academics and other staff members of institutions. Politics are described as a set of social behaviour which generally influence and contribute to the basic operations of the organisation, which is a deemed a positive impact on the work-related outcomes of the organisation (Cameron, 2019). Pondent (2018) argues that politics also denote a negative effect based on how individuals view the politics by stating that organisational politics may result in job dissatisfaction, job anxiety, stress etc.

Kurtessis, Eisenberger, Ford, Buffardi, Stewart and Adis (2017) explain that organisational support as a measure of how much the company values its employees' efforts and is concerned about their well-being. The authors established that the nature of this employment relationship is determined by the way employees perceive their organisation as being supportive or not, thus resulting in the relationship being positive or negative, which may include job satisfaction, behavioural changes (workplace attitudes), performance, absenteeism, job involvement or commitment, and turnover intentions. In this study, job satisfaction is a primary attitudinal variable. Job satisfaction is best understood in terms of its relationships with other key factors which impact on organisational success (Abuhashesh, Al-Dmour & Masa'deh, 2019). Employee satisfaction contributes to long-term performance and organisational effectiveness (Kim, Ra, Park & Kwon, 2017).

Therefore, it is not surprising that organisational politics, organisational support and job satisfaction have been investigated by various organisational researchers from different perspectives globally. It is clear from the above discussion that the effects of organisational politics and organisational support on job satisfaction affect the performance of organisations. Job dissatisfaction is frequently caused by organisational politics and a lack of organisational support. To support this statement, AL-Abrow (2018) reports that both organisational politics and organisational support have been identified in previous research as key variables in predicting various job attitudes and work outcomes. For institutions to yield the outcome of their employees, they need to understand how job satisfaction can be attained within the institution.

## 2. RESEARCH PROBLEM

Exposures to organisational politics and lack of organisational support remain a significant source of job satisfaction in the institutions of higher education (Erol & Kunt, 2018). For the institutions to achieve their outcomes, they need to understand the relationship amongst organisational politics, organisational support and job satisfaction. According to Writer (2021), lack of harmonious relationship between organisational politics and organisational support leads to lack of job satisfaction. Sıdık, Ab-Hamid, Ibrahim and Ali (2017) state that all institutions of higher education have a significant part to play in terms of providing quality education in developing countries. In order to achieve this, they should focus on maintaining an effective and efficient workforce that is motivated to deliver quality services and to achieve the vision and mission of an institution, and to play an active part in the international scholarly community (Sıdık et al., 2017).

Job satisfaction has become a common problem at institutions of higher education in both developed and developing countries. According to AL-Abrow (2018), this is due to high degree of organisational politics and low degree of organisational support. Owing to this, these countries are faced with the difficulty of understanding the main cause of the issue in order to contrive most effective measures to handle different issues affecting employees' job satisfaction. Employee job satisfaction is critical to an educational institution's wellness (Nhuta & Nhuta, 2017). According to Bergeron and Thompson (2020), in higher education institutions, the effect of organisational politics and organisational support on job satisfaction contributes to work related outcomes such as job withdrawal, increased replacement and recruitment costs, loss of efficacy, dissatisfaction of customers, de-motivated employees, and low level of performance, productivity (students' pass rate), involvement and commitment.

The present study sought to replicate previous studies by focussing on a different setting, with the purpose of answering the following question: What is the relationship between organisational politics, organisational support and job satisfaction in an institution of higher education in South Africa?

### **3. LITERATURE REVIEW**

#### **3.1. Theoretical review**

Key theories related to the three study variables are discussed in this section. The theories of job satisfaction, organizational politics, and organizational support.

Theories of job satisfaction related to the current study as developed by, among others, Maslow (1954), Herzberg, Mausner and Snyderman (1959), Vroom (1964) and Lawler (1973) are Hierarchy of Needs, Motivation-Hygiene, also known as the Two-Factor Theory, and the Need Fulfilment and Expectancy Theory. These classical theories are used to identify and explain the needs and motives that channel individuals to behave in a particular manner. The Two-Factor Theory of job satisfaction by Herzberg was adopted for the purpose of this study because it broadly tests the level of job satisfaction in both ideas of intrinsic and extrinsic variables; as supported by Banzer (2017) who indicated that this theory broadens and supports in knowing job satisfaction in educational background. The theory is also relevant, as it relates to the provisions of the other two variables of interest (organisational politics and organisational support

Key theories of organisational politics discussed in the current study are Organisational Theory and the Conversion of Resource, developed by Hochwarter, Rosen, Jordan, Ferris, Ejaz and Maher (2020), and Kim, Tam, Kim and Rhee (2017). These theories are described as a clear overview of the concept. For the purpose of this study, the Conversion of Resource Theory of organisational politics is adopted; as suggested by Bliese, Edwards and Sonnentag (2017) that this theory is of the view that when an individual's wellbeing, which is regarded as a valued resource by individuals in the organisation is threatened, it will lead to negative outcomes such as absenteeism, job strains, turnover intentions and poor work performance.

The presence of such outcomes results in employees' dissatisfaction which supports Herzberg's theory of job satisfaction. Theories of organisational support explain the importance of the existence and the reason for support in the workplace. Social Exchange Theory, Organisational Support Theory, and the Norm of Reciprocity

Theory are three recent theories that were used to describe perceived organisational support in relation to the study, as developed by Rjoub (2019), Eisenberger, Shanock and Wen (2020), and Aktar and Pangil (2018). The organisational support theory is adopted because of its relation to the variables of study. The Two-Factor Theory of Herzberg also applies to the theories of organisational support by Kurtessis et al. (2017), in a sense that when employees feel that the organisation or employer fairly and equally treats them; and acknowledges their contributions and values their well-being; the employees will perceive the organisation as caring, as a result of high degree of organisational support perceived.

### **3.2. Empirical review**

This section discusses the empirical review of the study in relation to the objectives outlined.

#### **3.2.1. The relationship between organisational politics and job satisfaction**

Durnali and Ayyildiz (2019) studied the relationship between organisational politics and job satisfaction. In their findings they indicated that job satisfaction is negatively impacted by organisational politics. The authors explain that when an individual's wellbeing (which is regarded as a valued resource by individuals in the organisation) is threatened, it will result in negative outcomes such as absenteeism, job strains, turnover intentions and poor work performance. In support, Julius, Ojiabo and Alagah (2017) further add that higher degree of organisational politics perceived is associated to the overall level of job satisfaction. Meaning that politically motivated organisations are often perceived as unfair, and employees who find them to be unfair are likely to be dissatisfied.

#### **3.2.1. The relationship between organisational support and job satisfaction**

Jehanzeb and Mohanty (2018) established that organisational support has an impact on the employment relationship, which can either be between employees or the



employees and their employers. The nature of this employment relationship is determined by the way employees perceive their organisation as being supporting or not, thus resulting in the relationship being positive or negative (Oliveira, Cavazotte & Dunzer, 2017). Perceptions that are good about the employment relations attracts good work ethics which includes, for example, promotions, positive feedback and rises recognition (Florea, 2019). Researchers further outline that the relationship may also result in the following negative outcomes: behavioural changes (workplace attitudes), performance, job satisfaction, absenteeism, turnover intentions, job involvement or commitment.

### **3.2.2. The relationship between organisational politics and organisational support**

Organisational support has an important impact in the relationship between politics and work-related outcomes in the workplace. Victor and Hoole (2017), Lampaki and Papadakis (2018), Yosof, Zulkiffli, Padlee and Yusof (2018) established that organisational support creates positive outcomes that support performance, rewards, commitment, and job satisfaction. The authors further stated that politics have the potential to lead to lack of support in a way employee will deem the organisation as failing to keep up to their standard of providing a favourable conduct in a political environment. In other words, when politics reduces the level of organisational support, it results in negative outcomes.

## **4. PURPOSE OF THE STUDY**

### **4.1. Research aim**

The study aimed to explain the relationship between organisational politics, organisational support and job satisfaction in an institution of higher education in South Africa.

## **4.2. Research objectives**

- To assess the strength and the direction of the relationship between organisational politics and the overall level of job satisfaction as well as components of job satisfaction (intrinsic and extrinsic factors).
- To assess the strength and the direction of the relationship between organisational support and the overall level of job satisfaction as well as components of job satisfaction (intrinsic and extrinsic factors).
- To assess the strength and the direction of the relationship between organisational politics and organisation support.

## **4.3. Research hypotheses**

H1: There is a significant negative relationship between organisational politics and the overall level of job satisfaction.

H2: There is a significant positive relationship between organisational support and the overall level of job satisfaction.

H3: There is a significant negative relationship between organisational politics and organisational support.

H4: There is a significant negative relationship between organisational politics and intrinsic job satisfaction factors.

H5: There is a significant negative relationship between organisational politics and extrinsic job satisfaction factors.

H6: There is a significant positive relationship between organisational support and intrinsic job satisfaction factors.

H7: There is a significant positive relationship between organisational support and extrinsic job satisfaction factors.

## **5. RESEARCH METHODOLOGY**

### **5.1. Research Design**

The researcher used a quantitative research design to address the problem because of the nature of this study. The researcher has employed various ways to collect and analyse data from the study area in order to fulfil the stated objectives.

### **5.2. Sampling**

The researcher adopted the convenience sampling method type of non-probability sampling as it permits the researcher to easily reach the target number of respondents quickly. The researcher collected data from 160 employees of the University of Limpopo including the academic and administrative staff.

### **5.3. Data collection**

Structured questionnaires of only closed-ended questions were used to collect data and were personally be distributed by the researcher to correlate organisational politics, organisational support and job satisfaction at the University of Limpopo.

### **5.4 Data analysis**

The Statistical Package for Social Sciences (SPSS), Version 25.0 was used to analyse data. Descriptive statistics was used to compute frequencies, percentages, means, and standard deviations. Pearson Product Moment correlations was employed to find out if there are relationships between the three identified variables (organisational politics, organisational support and job satisfaction), and the relationships between organisational support, organisational politics and the intrinsic and extrinsic factors of job satisfaction.

## **5.5. Reliability and Validity of the study**

To achieve the reliability of the study, the researcher distributed the same questionnaires containing structured questions to all participants. The questionnaires were uniform and close-ended questions completed by 160 employees both academic and administrative staff of the University of Limpopo. The researcher ensured validity by setting up the questionnaire in a manner it gathers data to match the intended purpose; as supported by Van de Ven and Marshall (2017) who mentioned that in order to answer the study questions, data collecting instrument should be set up in a manner that it gathers information as precisely as possible.

## **6. ETHICAL CONSIDERATIONS**

The aim of the research was clarified to the participants in a cover letter attached to the questionnaire, and it was indicated to them that only clustered data will be reported for intended reasons only. Participation was voluntary and without pressure of any kind, and confidentiality was exercised. Before starting with the research, consent to carry out the research was requested from TREC.

## **7. SIGNIFICANCE OF THE STUDY**

The study will enable institutions of higher education to have a broader understanding of the effect organisational politics and organisational support has on employees' job satisfaction and bridges the gap identified/established thereafter. It will also broaden and validate existing information provided by previous scholars and act as a barometer in organisations to measure and determine the association between organisational politics and organisational support and job satisfaction. The study can also be of utmost use to prospective employees, researchers, institutions/organisations, students and any affected individual who may find interest in the study.

## **8. CONCLUSION**

The reader is introduced to the study's research problem, as well as the aim and objectives, and hypotheses in this chapter. It also gives detailed explanation of the key concept and finally, an outline of an overview of the subsequent chapters contained in this research report is provided. The literature review of the variables and the relationship between the variables of interest is presented in the following chapter.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1. INTRODUCTION**

This chapter focuses on the discussion of the concepts of organisational politics, organisational support and job satisfaction. For the purpose of addressing the aim of the study, the chapter provides the definitions as well as the nature and background of the concepts. It further gives a theoretical and conceptual perspective of organisational politics, organisational support and job satisfaction, likewise outlining the theories and outcomes of the concepts above. A section of the concepts specific to an institution of higher education is also provided. In conclusion, the chapter discusses the strategies of managing politics and support to increase job satisfaction in the workplace.

#### **2.2. THEORETICAL LITERATURE REVIEW**

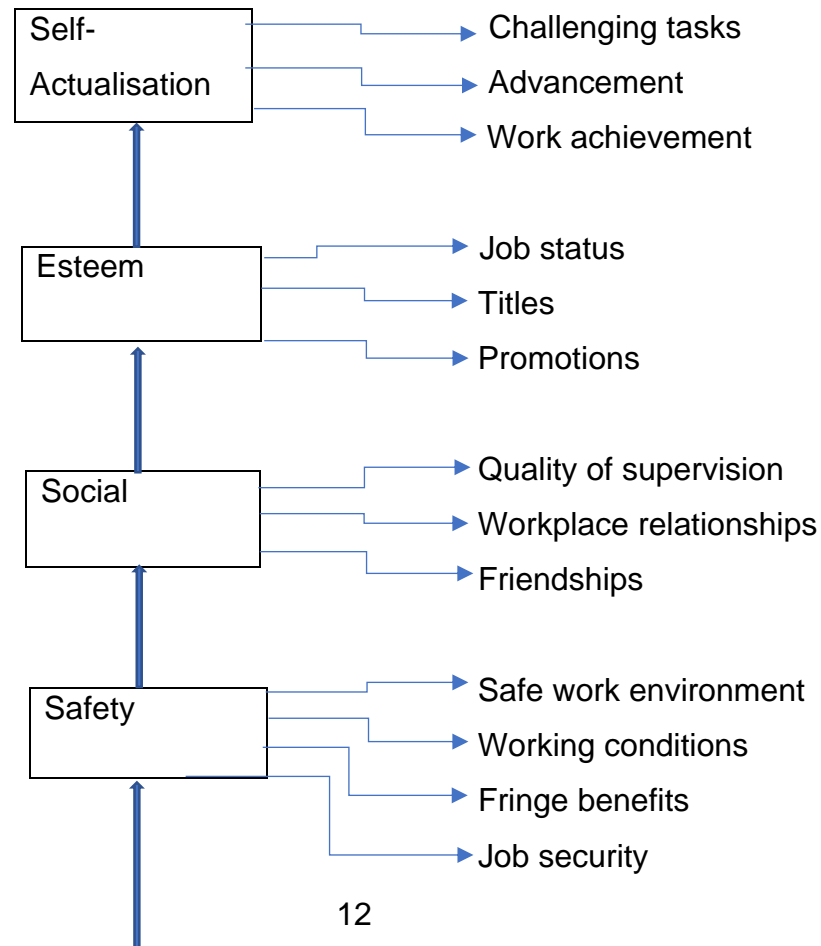
##### **2.2.1. Job satisfaction theories**

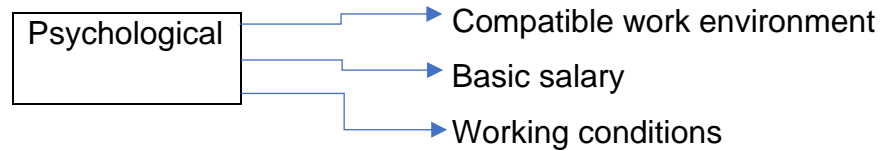
Key theories of job satisfaction related to the current study were developed by, among others, Maslow (1954), Herzberg, Mausner and Snyderman (1959), Vroom (1964) and Lawler (1973). These classical theories are still used to identify and explain the needs and motives that channel individuals to behave in a particular manner. Thiagaraj and Thangaswamy (2017) describe the three theoretical frameworks of job satisfaction as Content or Needs Theories, Process Theories, and Situational Models. The Content or Needs Theories developed by Maslow (1954) and Herzberg et al., (1959) primarily focus on identifying the specific needs or values positive to job satisfaction. The Process Theories developed by Vroom (1964) and Lawler (1973) describe the practices of behaviour.

Hierarchy of Needs Theory as developed by Maslow (1954) propose that people are driven by unsatisfied needs that comprise of physiological, safety, social, esteem and self-actualisation as hierarchically organised from the bottom in ascending order, illustrated as follows. McLeod (2018) describe physiological needs as the most

important needs which refer to the basic needs that individuals require in order to function effectively, such as water, shelter, air, materials, financial and other bodily needs. According to Lambert (2018), safety needs are the second important needs which involves protection from any possible harm both physical and emotional, which may hinder employees' performance. In the work setting, such needs include safe work environment, working conditions and job security. Social needs include affection, belongingness, acceptance, and friendship (Uriel, 2017). Whereas esteem needs according to Ndungu (2017), include internal factors, such as self-respect, autonomy, and achievement, and external esteem factors, such as status, recognition, and attention. Lastly, McLeod (2018) stated that self-actualisation needs are characterised by factors such as growth, achievement, and self-fulfilment. In this order of hierarchy, Aruma and Hanachor (2017) classified the hierarchy of needs in relation to organisational factors.

Below is a diagram illustrating how the hierarchy of needs relate to organisational factors:





*Figure 1.* Hierarchy of needs related to organisational factors (Aruma & Hanachor, 2017)

This diagram shows the importance of needs that require to be met for full functional and effectiveness of the body in relation to organisational factors. The theory suggests that the lower human needs must be satisfied before the higher needs can be met. According to Aruma and Hanachor (2017), in relation to organisational factor, basic needs are associated with a well-suited work environment, basic salary and working conditions as they are deemed as the most important factors that employees consider and expect in the job which also determines their satisfaction.

In terms of safety, employees want to feel secured in every area of their job. They want to feel safe at work in terms of the environment they work in, the working conditions, fringe benefits they receive and job security. Most employees derive satisfaction from these factors as they are believed to contribute to employee standard of living. Social needs are associated with workplace relationships comprising of supervision, friendships and employment relationship which determines the nature and culture of the work environment and interaction between employees and the employer, supervisors, and amongst employees (Dhanani, Beus & Joseph, 2018). The quality of the relationships at work affects employee satisfaction and results in the quality of work-related outcomes.

Joo and Lee (2017) further associate esteem needs with job status and position employees hold, as well as promotions. From these factors, the author highlights the importance of job status and positions which determines the success and career growth opportunities in relation to promotions. Employees regard such factors as important and therefore results in their level of satisfaction. McLeod (2018) relate self-actualisation needs to challenging tasks, advancement and work achievements which highlights that employees can originate happiness from the complexity of the job duties



they undertake which challenges their expertise and prove their level of capability as it tests their knowledge. Therefore, the theory emphasises that employees must be satisfied with the job in all areas and its characteristics for them to be fully operative and effective in the workplace.

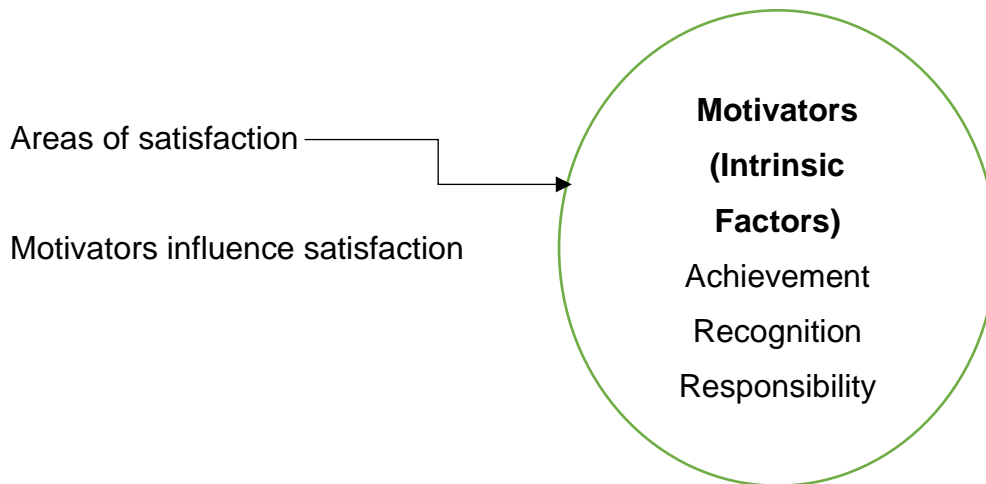
The strong point of this theory rests upon its perceptive insight into human nature and the weak point is that needs must be met as hierarchically organised. Meaning that needs at each level must be satisfied to certain extent because individuals find it tough to answer to higher-order needs when least needs are still a motivator. Idiegbeyan-Ose et al. (2019) emphasise that once a lower-order need is fulfilled it is no longer a motivator or satisfier which consequently shifts the motivation to other needs.

Herzberg et al. (1959)'s theory of job satisfaction is recognised as the Motivation-Hygiene or Two-Factor Theory, namely: intrinsic, and extrinsic factors. According to this theory, Jehanzeb and Mohanty (2018) assert that intrinsic factors (motivation) arouse positive attitudes on the job, resulting from factors such as achievement, recognition, responsibility, work itself and personal growth. Whereas the presence of extrinsic factors (hygiene) on the other hand reduces dissatisfaction (Slimane, 2017). In other words, they could prevent dissatisfaction but do not lead to satisfaction. These factors include salary, working conditions, employment relations, resources and materials.

Sahito (2018) establishes that internal elements can determine both satisfaction and no satisfaction because satisfaction and dissatisfaction are on distinct levels, while external factors in its absence can be the main source of dissatisfaction and no dissatisfaction when present. In line with the above, the strong point of this theory is that an individual can derive satisfaction only with the presence of internal factors whereas with external factors, failure to satisfy them may lead to dissatisfaction which serves as the weak point. Another weak point is that both intrinsic and extrinsic factors must be met parallel because one carries no value or weight without the other.

Below is a detailed discussion of both intrinsic and extrinsic factors of the job reported by Kuvaas et al. (2017) as the main inputs that influences employees' satisfaction in the workplace:

- Intrinsic factors of job satisfaction



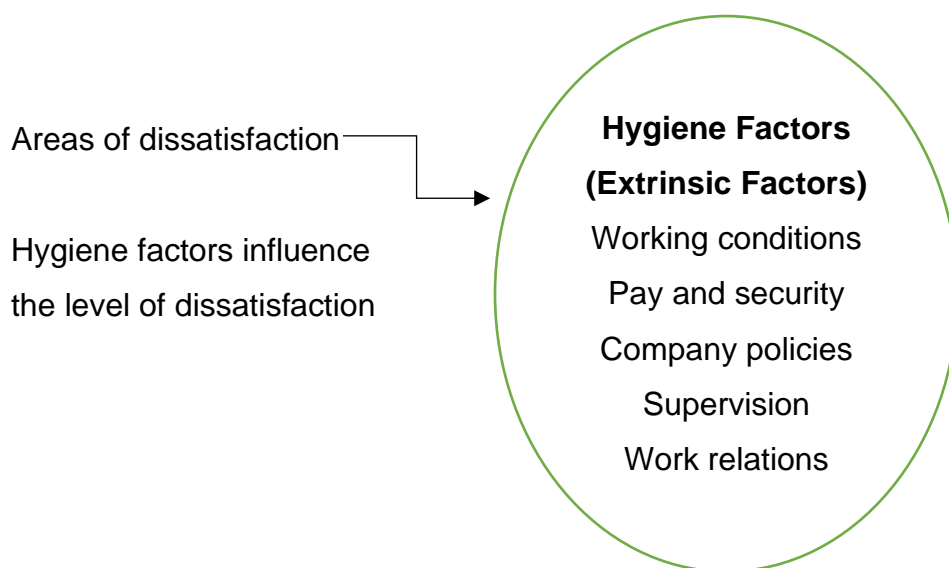
*Figure 2. Herzberg's Two-Factor Theory – Motivators (Bevins, 2018)*

In terms of Herzberg et al. (1959) Two-Factor Theory, intrinsic factors regarded as the motivation factors that a person derives from the job such as accomplishment, accountability, acknowledgement, growth and self-development play a major role in employees' job satisfaction. Kuvaas, Buch, Weibel, Dysvik and Nerstad (2017) assert that employees are more likely satisfied in an environment that provides opportunity for growth and career development, they tend to love and value their jobs. Studies, for example, Short and Harris (2017) explain that most employees want better value and own growth from their work. These authors further highlighted that from the study conducted that satisfied employees see their work as a satisfying, pleasurable, and socially beneficial.

Idiegbeyan-Ose et al. (2019) give a view that many employees lack the skills to promote an effective and relevant environment for their students. As a result, they need to take initiative and accountability to improve themselves. Idiegbeyan-Ose, et al. (2019) add that employees must enhance positive qualities that will enable them to achieve set goals in terms of performance, commitment and job satisfaction, as well

as satisfaction of students which will enable them to achieve higher academic results. Therefore, it is of high importance that employees seek to develop themselves, to acknowledge and take responsibility and accountability for their actions in order to enhance their skills and perform their duties to the best of their ability, supports the improvement of students' performance, as well as enhancing the institution's effectiveness at large. The factors discussed to be the most significant factors of the job that employees derive satisfaction from as they are deemed to be personally initiated and not entirely affected by the workplace environment.

- Extrinsic factors of job satisfaction



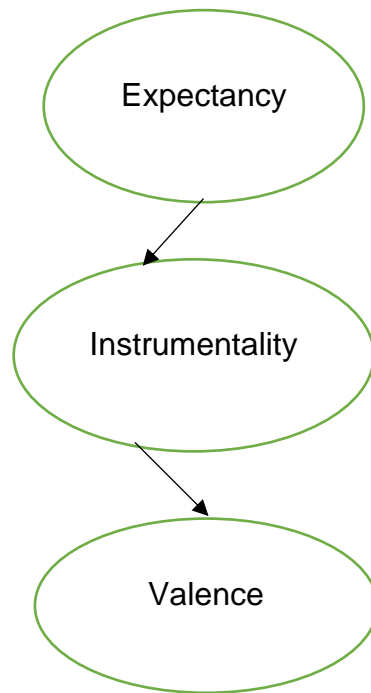
*Figure 3. Herzberg's Two-Factor Theory - Hygiene Factors (Bevins, 2018)*

As indicated in figure 3, extrinsic factors of job satisfaction such working conditions, salary, company policies, quality of supervision, and employment relations are also regarded as the major elements of the job that affects employees' satisfaction in the workplace (Kuvaas et al., 2017). As part of the extrinsic factors of job satisfaction, adequate resources have been mentioned to be a major challenge faced by many members of institutions in South Africa, which affects employees' performance, and the quality of education students receives. Kuvaas et al. (2017) reveal that changing technologies also have an impact because employees struggle to adapt to the constant changing systems and facilities of service delivery which causes delays and affects performance.

Employees need motivation in terms of support, rewards and recognition to do their job well and be happy with their job. Several studies confirmed that a strong positive association exists between rewards and recognition on motivation and satisfaction (Kuvaas, Buch, Weibel, Dysvik & Nerstad, 2017; Victor & Hoole, 2017; Idiegbeyan-Ose, Aregbesola, Owolabi & Eyiolorunshe, 2019). When employees feel that their work is recognised, and adequate resources and support is provided, as well as being sufficiently rewarded for the job well done, they feel a need to repay the institution in terms of increased effort resulting in increased performance, involvement and attachment, reducing levels of absenteeism, job stress, burnout, withdrawals and turnover intentions.

Hygiene factors are factors that are mostly associated with job dissatisfaction because they entirely depend on the job. Therefore, Bevens (2018) assert that both factors of job satisfaction are equally important and must be present for individuals to be satisfied with the job. The author further emphasises that there is no value of intrinsic rewards when there are no extrinsic rewards. A theory developed by Lawler (1973) known as the Need Fulfilment Theory and Vroom (1964) Expectancy Theory also explains job satisfaction based on motivation. According to the theories indicated, job satisfaction is measured by the level to which the job or the job setting produces outcomes which an individual finds favourable or unfavourable. Mulder (2018) explains that people have different needs which determine how motivated they will be to execute their work duties. According to these theories, people's expectations are that their hard work will be rewarded accordingly.

To achieve this, the researcher structured the theories into the figure below.



*Figure 4.* The Expectancy Theory (Mulder, 2018)

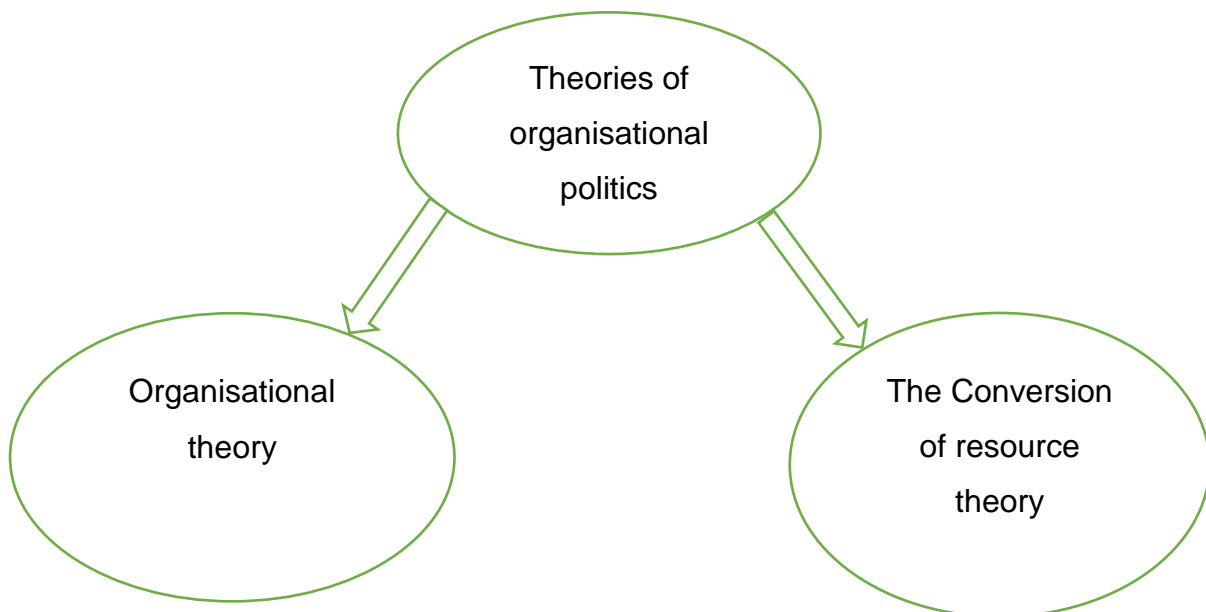
The diagram shows the flow of individuals mindset associated with the aspects of the job. According to Victor and Hoole (2017), this theory is based on the idea that the amount of work put in on a work is relative to the expected return and can lead to increased satisfaction or decreased dissatisfaction. Victor and Hoole (2017) established that employees believe that most organisations reward effort through opportunities to advance their skills and career. Several studies reveal that career development significantly reduces turnover (Jehanzeb & Mohanty, 2018; Luz, Paula & Oliveira, 2018; Albalawi, Naughton, Elayan & Sleimi, 2019).

Therefore, in this study the strong point of both theories is that the fulfilment of needs leads to high levels of job satisfaction. The higher the importance a person awards a particular need, the more the consequent satisfaction when the need is fulfilled, and weak point is the higher the dissatisfaction if the need is not satisfied. From the above information, the three identified theories are important as long as they are used correctly. Since institutions of higher education are not static but dynamic and situational, calls for its leaders to harmonise the association between organisational politics and organisational support to enhance job satisfaction amongst its employees.

For the purpose of this study, Herzberg's Two-Factor Theory of job satisfaction will be adopted regardless of its weak points because it is relevant to the study as it broadly measures the degree of job satisfaction in both perspectives of intrinsic and extrinsic factors of which is the centrepiece of the study. Furthermore, the theory has been specified that it broadens and supports in knowing job satisfaction in educational background (Banzer, 2017). The theory is also relevant as it relates to the provisions of the other two variables of interest (organisational politics and organisational support).

### 2.2.2. Theories of Organisational Politics

Bowler, Paul and Halbesleben (2017) developed the theories of organisational politics, namely: organisational theory, and the conversion of resource theory, are discussed for the purpose of this study. To achieve this process, the researcher classified the two theories of organisational politics below.



*Figure 5.* Theories of organisational politics related to the current study (Bowler, Paul & Halbesleben, 2017)

An organisational theory is one of the theories of organisational politics proposed by Hochwarter, Rosen, Jordan, Ferris, Ejaz and Maher (2020) which views politics as a

useful factor of the organisation in terms of formalisation, hierarchical level, centralisation, span of control, level. This theory is the first to come up with a conceptual notion of understanding the possible outcomes of politics perceptions in organisations (Hochwarte et al., 2020). The theory views politics perceptions as a factor which leads to negative effects on individual outcomes, for instance, increased levels of withdrawal, absenteeism, stress, decreased job satisfaction, anxiety, job performance, organisational citizenship behaviours and organisational commitment (Bowler et al., 2017). Klotz, Bolino, Song and Stornelli (2018) also support this theory by with the view that several individuals and organisational characteristics are the results of organisational politics perceptions. The authors further argue that organisational politics display a subjective, rather than an objective reality.

Bilal, Rafi and Khalid (2017), DeGhetto, Russell and Ferris (2017), Pondent (2018) support that the theories of organisational politics suggest that perception of politics emanates from the set of circumstances that employees define as political and unjust. Apart from the organisational theory, previous researchers have used the conversion of resource theory to explain organisational politics and its outcomes. A model developed by amongst others, Kim, Tam, Kim and Rhee (2017) is of opinion that perceptions that people hold on organisational politics are influenced by individual and organisational results including job anxiety, withdrawal, job involvement, and job satisfaction which are caused by organisational environment itself, the job/work, and personal factors which also affect. In terms of this model, the authors established that perception takes place in a form of two perspectives which are organisational influences and job/work influences.

With regard to organisational influences, perception emanates from factors under the umbrella of decision making which results in enforcement of organisational policies, favouritism, suppression and victimisation of employees' rights. Whereas job/work environment influences perceptions of politics as a result of lack of support, supervision, feedback, advancement opportunities, interaction and employment relations (Kim et al., 2017). In addition, Bliese, Edwards and Sonnentag (2017) suggest that the Conversion of Resource Theory states that when an individual's wellbeing (which is regarded as a valued resource by individuals in the organisation)

is threatened; it will result in negative outcomes such as job strains, absenteeism, poor work performance, and turnover intentions. Based the above discussion, the strong point of this theory is the recognition of employees' well-being. Failure to do so results in negative outcomes. Researchers support this model by further explaining that organisational politics perceptions have been studied extensively and have been found to be a good predictor of various results such as decreased degree of job performance, job attitudes, job satisfaction and organisational commitment (DeGhetto, Russell, & Ferris, 2017; Lartey, Tawiah & Osafo, 2019). Therefore, for the aim of the study, the Conversion of Resource Theory will be adopted because it matches the aim and objectives of the current study. Apart from the theories of organisational politics, there are other aspects which needs to be taken into consideration. In the next section, the same described some of the processes of organisational politics.

### 2.2.3. Theories of organisational support

Theories of organisational support explain the importance of the existence and the reason for support in the workplace. Contemporary theories used to explain perceived organisational support in relation to the study are Social Exchange Theory, Organisational Support Theory, and the Norm of Reciprocity Theory illustrated below.

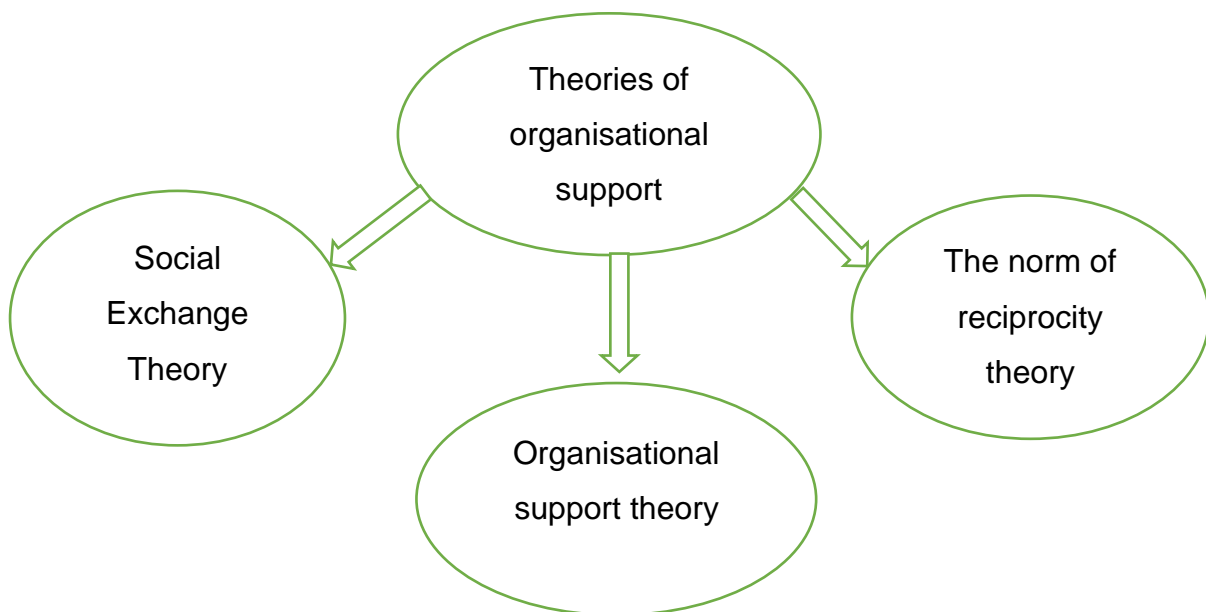


Figure 6. Theories of organisational support related to the current study (Pham, 2018)



Alnaimi and Rjoub (2019) describe the Social Exchange Theory as the relationship between employees and employer that emanates from the exchange that takes place in terms of which employees offer their effort in return for tangible benefits provided by the employer. If perceived as less satisfactory by either party, the entire relationship is affected. Similarly, Sarfraz et al. (2019) states that when the employer fairly and equally treats employees and acknowledges their contributions, as well as valuing their well-being, employees will perceive the organisation as caring resulting to high levels of perceived organisational support.

The theory further maintains that as a result, employees will feel obligated to act in good faith, which is to support and help the organisation reach its goals and objectives. The theory has been supported in the literature by Chhabra (2020) who emphasises how employees remark the workplace as supportive will automatically result in a feeling of responsibility to support the organisation by means of increased efforts to work towards and only focus on the accomplishment of its goals. Employees' actions can include organisational commitment, trust, and loyalty which decrease employees' intention to withdraw from the organisation. In closing, Scanlan and Still (2019) indicate that this theory is based on the employees' trade of effort, trust and loyalty for tangible benefits and social resources from the organisation.

Eisenberger, Shanock and Wen (2020) describe the Organisational Support Theory in terms of how employees are considerate of how the organisations treat them in order to determine how supportive and appreciative the organisation is of their contribution. Based on the outcome of their assessment of the organisational support, if observed as supporting, employees will feel a need to repay the organisation by increasing their efforts to help the organisation reach its goals. Kurtessis et al. (2017) further stipulate that the theory also proposes that employees' view of the organisation as having human characteristics results in the development of perceived organisational support.

According to Aktar and Pangil (2018), the norm of reciprocity theory motivates the formation of social exchange relationships which states that positive perceptions of organisational support that employees hold create within themselves a felt responsibility to reimburse the organisation for its effort to support them in the

execution of their duties. To add on the social exchange theory, norm of reciprocity theory is of view that support by the organisation is not limited to tangible rewards such as bonus, salary increment, it can also be in terms training and development, career advancement opportunities (Thompson & Bergeron, 2017). Many organisations spend substantial resources to provide tangible benefits in order to maintain loyal and trustworthy employees, however, research has confirmed that workers seek more than a safe job with pension and benefits. Results of the research carried out by Short and Harris (2017) who explain that most employees want better value and own growth from their work. For this reason, these authors further highlight that many employees see their work as a satisfying, pleasurable, and socially beneficial.

As a result, they value the organisation support as much as they love their jobs because some employees work not only because they are obliged to due to the standard of living but also because they love and enjoy what they do. Therefore, for the purpose of this study, the Organisational Support Theory was adopted because of its strong point which states that high perceptions of organisational support tend to improve work attitudes and arouse effective work behaviour. The point rests upon failure of the organisation to value the employees' contribution to the organisation which will result in negative outcomes such as poor performance.

## **2.3. CONCEPTUAL LITERATURE REVIEW**

### **2.3.1 Job satisfaction**

Job satisfaction is a common global concept that is applicable in every organisation and continuously experienced in our everyday life by every individual regardless of the nature and size of the organisation (Shi, 2017). Job satisfaction has always been a common concern that has previously raised a great deal of interest to many researchers (Coplan, McCall, Smith, Gellert, Essary, 2018; Liu, Zhu, Wu, Mao, 2019; Zakariya, 2020). The same is still applicable and continually increasing as organisations are established. In their studies, numerous definitions of different perspectives were established. Amongst the researchers is Sree and Satyavathiwh (2017) who describe job satisfaction as the feeling that employees attach to their job in relation to different areas and characteristics of the job. These authors further

emphasise that this feeling towards the job determines the extent to which employees are satisfied or dissatisfied with their job.

Another perspective was Zakariya's (2020), who describe job satisfaction as the sense of achievement that individuals experience as a result of job activities and outcomes thereof. In addition, Liu, Zhu, Wu and Mao (2019) defined the concept in simple terms as employees' feelings about their job. Moreover, Duan, Ni, Shi, Zhang, Ye, Mu, Li, Liu, Fan and Wang (2019) argue that job satisfaction is not just about a feeling but a positive feeling towards the job that emanates from the positive feedback that employees generate from examining all the aspects of the job. The extent to which employees examines job satisfaction generally determines their level of satisfaction, thus leading to job dissatisfaction. According to Oshagbemi (2017), job dissatisfaction refers to employees' negative feelings about and negative attitudes towards the job in response to its characteristics.

Different from the views of the concept provided so far, is the definition provided by Albalawi, Naughton, Elayan and Sleimi (2019) which states that job satisfaction refers to the level of importance that organisations places on their employees in terms of support, value and recognition for their efforts and contribution towards the achievement and accomplishment of set tasks that benefits the organisation. From this definition, another view can be formulated that job satisfaction rely on the exchange theory in that job satisfaction emanates from the exchange relationship between employees and the employer in terms of what each party to the employment relationship expects from the other party and the gap between the expectations thereof determines the level of satisfaction (Abubakar, 2020).

When the employer meets or exceeds the employees' expectations in terms of recognition and rewards for a job well done, it encourages and motivates employees to put in an extra effort which increases their level of satisfaction. In support, Yousef (2017) asserts that job satisfaction is the emotional state that employees develop in terms of the gap between expectations and rewards that they attach to the job. When employees feel that the recognition and reward, they receive from the employer does not meet the amount of work they do or have executed as they expected, they develop negative behaviour that comes from low levels of satisfaction.

In light of the above, job satisfaction has to do with how employees perceive their job and the attitudes, and emotional reactions they attach to the job based on the characteristics of the job. Such factors of the job that affects job satisfaction are both intrinsic and extrinsic factors including status, supervision, employee relationships, job content, remuneration, promotion, rewards, and physical conditions of the work environment. In terms of the intrinsic and extrinsic factors of job satisfaction. Kuvaas, Buch, Weibel, Dysvik and Nerstad (2017) distinguish between two sets by stating that intrinsic factors are personal interests that employees attach to the job for their personal growth.

Jehanzeb and Mohanty (2018) further highlight that these factors arouse positive attitudes on the job, resulting from factors such as accomplishment, accountability, acknowledgement, improvement and development. In terms of intrinsic factors, workers are mostly happy with their job when they observe that it allows for personal growth. Moreover, the authors describe external factors as the effects of the job that influences job satisfaction, of which the employee has no control over. Such effects include remuneration, working conditions and employment relationships.

Job satisfaction is an importance factor of the organisation that requires significant attention of organisations as it has the potential to influence the behaviour of employees and contribute positively to employees' level of well-being as well as that of the organisation (Karadağ, Karataş & Yücel, 2018). For this reason, numerous job satisfaction studies have been conducted in terms of which most explain job satisfaction as a feeling towards a job that comes from an assessment of its characteristics (Lepold, Tanzer, Bregenzer & Jiménez, 2018). The authors asserts that a person who is satisfied with his/her job has positive feelings about it, while an unsatisfied person has negative feelings. Thus, an employee who is happy with their job would perform their duties well and to the best of his ability and be committed to it and automatically to his organisation.

Abubakar (2020) emphasise that job satisfaction is an important area to organisation, that it is regarded as one of the main factors that plays a vital role in the organisation's success. The author further elaborates that it is very important for employers or

organisations to know the elements that can affect the levels of their employees' job satisfaction as it would also affect the performance of the organisation as a whole, because employees are one of the most crucial elements in determining success of an organisation. In support, Li, Zhang, Xiao, Chen and Lu (2019) highlight that if employees' satisfaction is properly managed, it can produce favourable results including improved efficiency, performance, and productivity, and reduced turnover and absenteeism.

Khalil (2017) establish that employees' job satisfaction is influenced by skill variety, task identity, task significance, autonomy, and feedback that considered as important aspects of the job. Khalil (2017) assert that the first three elements influence the overall importance of a job in such a manner that as much as different jobs require a variety of different activities, employees must have various skills, and be well equipped in order to perform those activities to the best of their ability knowing the value and importance of their job. Thus, it provides them with a sense of confidence, freedom and responsibility in conducting their job, and as a result, feedback from the job will give them the information of how well or badly they executed their duties. Such information provides them with the knowledge of the results. The more positive feelings an employee develops from a job, the more satisfied they will be.

Ćulibrk, Delić, Mitrović and Ćulibrk (2018) emphasise that satisfied employees are most likely proud of being part or members of the organisation they work for; support the goals and values of that organisation; and therefore, display commitment, good performance and productivity. However, Prasad and Sandhyavani (2019) indicate that when employees hold strong beliefs that they have contributed and sacrificed a lot for the organisation because of their strong attachment to their jobs; also believe that their organisation has very little concern in their growth and development; which results in negative outcomes which affects their level of satisfaction. Such occurrences only take place because of many organisations failing to understand how to satisfy their employees and how these employees' satisfaction levels influence the organisation.

Scanlan and Still (2019) further point out that when employees are satisfied with their job, they display pleasing positive attitudes which results in positive outcomes such as improved performance, work standards, increased employee motivation and lower

levels of absenteeism, withdrawal and burnout. When employees perceive the organisation as being unfair, they are likely unhappy and dissatisfied with their job but still remain in the organisation only because they have to work while some employees work because they enjoy working and consider it an essential part of their lives (Sulistyo & Suhartini, 2019). Therefore, employers should be concerned with the level of satisfaction in their organisation and the ultimate plan for employees' dissatisfaction.

Job satisfaction in institutions of higher education has been studied by various researchers from a global perspective, sub-Saharan Africa, and South Africa. According to AL-Abrow (2018), job satisfaction is a global common issue that is continuously explored in both developed and developing countries. The author highlighted that all the countries concerned have to attend to the problem. Levels of job satisfaction have to be continually measured in every institution operating in any country in order to ensure a satisfactory performance, productivity, involvement and commitment as it has been confirmed to be all depending on the levels of job satisfaction.

From the study conducted by Çelikkalp, Temel and Bilgiç (2019), which indicate that there is a positive effect between job satisfaction and performance of academic staff members as it increases job involvement, performance and commitment to the institution. Çelikkalp et al. (2019) further report that public sector employees experience a countless of problems of the logical perception between employee dissatisfaction and demotivation of job standards. There was a relatively low degree of job satisfaction discovered from the findings of the conducted study. Research by Öztürk and Şahbudak (2017), which is about overall dissatisfaction among South African professions, identified the gap between public and private sector job satisfaction.

Another study conducted by Scanlan and Still (2019) established that poor working conditions and organisational factors were strongly related to job dissatisfaction, while the social aspects of the job were found to be a good predictor of job satisfaction. As a result, Pepe, Addimando and Veronese (2017) point out that employees are one of the utmost central factors of the organisational success because their satisfaction influences the overall performance of the institution initiated by attitudes and work

behaviour towards the institution as a result of the organisational factors. Satisfied employees execute their duties to the best of their ability with full involvement and commitment, resulting in increased levels of performance, productivity, commitment and attachment to the organisation, therefore supporting production.

Academic staff members were found to be more affected than the rest of the employees as they are responsible for the core success of the institution which is students' performance (Li, Zhang, Xiao, Chen & Lu, 2019; Scanlan & Still, 2019; Zakariya, 2020). Since the job of lecturers involves varied responsibilities, it is considered very complex and a major duty of many duties in institutions. However, Scanlan and Still (2019) indicate that job satisfaction is common to all employees regardless of their roles or positions because all different roles have within itself its own complexity, taking in account different attributes that different roles require such as skills, level of significance in terms of contribution to the institution' success, autonomy, identity, and feedback.

A study conducted by Jehanzeb and Mohanty (2018) report four major intrinsic and extrinsic factors of the job that affects employees' satisfaction, namely: salary and rewards, the job itself and career satisfaction, interactions with students and colleagues, other benefits and job security. However, Jongbloed, Cohen-Schotanus, Borleffs, Stewart and Schönrock-Adema (2017) convey that job satisfaction differ significantly with institutions in terms of the size and nature of the institution. In support, Berberoglu (2018) assert that academic instructors or lecturers derives job satisfaction from the positive experiences from the job such as lecturing, advising students and making decisions related to the modules lectured. Their job satisfaction is highly influenced by the characteristics of the roles they perform daily. Zakariya (2020) also report that lecturers are dissatisfied with aspects of their workplace, resulting in significant levels of dissatisfaction.

Berberoglu (2018) discovers that resources and rank in higher education institutions played a significant effect in determining lecturers' job satisfaction, therefore explaining the high levels of dissatisfaction with intrinsic aspects of their profession. The authors also found that the inability to understand the dynamics in the student's multicultural setting could have contributed to lecturers' dissatisfaction. Scanlan and

Still (2019) established that due to job dissatisfaction, institutions of higher education experienced numerous challenges such as frequent lecturer absence from school, hostile organisation to co-workers and students, mental withdrawal, job stress and burnout, poor pass rates and early exits.

In support, Andriotis (2017) also indicates that pressure to improve students' performance could also be a major source of dissatisfaction. Improving student performance can therefore be a function of proper training and development of the educator. Short and Harris (2017) states that there is a correlation between proper training of a lecturer and student performance. A lecturer's poor performance can therefore corrode his/her self-efficacy. Employees' dissatisfaction negatively affects production in terms of academic performance.

Jalal, Ghanizadeh and Akbari (2017) also conducted a study on academic staff members about job satisfaction in institutions of higher education and found that employees occupying senior positions such as professors are more satisfied than the rest of the employees the state of their demographic elements. However, the researcher further highlighted that there is a high dissatisfaction with salary that support Herzberg's external factors. Lastly, Günay (2017) studied job satisfaction in an institution of higher education with Herzberg's two-factor theory and found that job satisfaction is positively affected by intrinsic factors and negatively affected by extrinsic factors which leads to job dissatisfaction. He further outlined that academic staff members are more satisfied with lecturing students than they are with salary, fringe benefits and employment relations. Therefore, in this study, job satisfaction has an important impact on job-related outcomes.

Studies confirm that there is a relationship between job satisfaction and demographic factors of employees. Carvajal and Popovici (2018) maintains that the most reported demographic factors that affect job satisfaction are gender, age, and educational level. Various studies, Sree and Satyavathiwh (2017), Carvajal and Popovici (2018) affirm that a correlation between job satisfaction and gender exists. Jalal, Afsaneh Ghanizadeh, Omid Akbar (2017) assert that male employees are more satisfied than females. However, Carvajal and Popovici (2018) argue that it is female employees



who are more satisfied in the workplace than male employees because males examine far more factors of the job than females. Research shows that females are more concerned about job satisfaction in terms of achievement, improvement, and growth whereas male employees derive their satisfaction from working conditions, salary, power, status, and positions (Jehanzeb & Mohanty, 2018). Hence, it can be concluded that females are more content than males because their source of job satisfaction are more internal, they are not influenced by external factors which they have no control over. Females derive their satisfaction from intrinsic factors.

Age is the second demographic variable that has been listed to have a significant effect on job satisfaction. Several researchers studied the connection between age and job satisfaction in an institution of higher education (Bayar & Öztürk, 2017; Beyene & Gituma, 2017; Carvajal & Popovici, 2018). Bayar and Öztürk (2017) report that older employees are more satisfied with their jobs than younger employees because younger employees consider themselves more mobile, energised and employable, therefore they carefully examine all the aspects of the job in order to compare with other opportunities. In other words, younger employees are never satisfied in their current job, they are always in the market while in the current job because they always want to explore and experience other offers of other organisations coming with different special conditions. Younger employees hold a belief that that because they are employable, they can always negotiate a better offer elsewhere (Beyene & Gituma, 2017).

Jalal et al. (2017) observed a considerable effect of educational level on job satisfaction of members of institutions. These authors report that employees with higher levels of qualifications are more satisfied than employees who have low and or average levels of education. Furthermore, Beyene and Gituma (2017) support this finding by extending that in an institution of higher education, lecturers' academic qualification for example, which determines the quality of education that students receive, tend to result in discrepancy between their expectations and professional realities, thus reducing job satisfaction. In other words, when the expectations of employees are not met by employers, job satisfaction tend to cause a decrease instead of an increase in the level of education.

Employee satisfaction is very essential for every organisation regardless of its nature of which many organisations fail to see. Discovering what makes employees satisfied should be a major concern to organisations as it affects the overall work-related outcomes and determines the overall position of the organisation in terms of performance. According to Kadapure and Dasar (2018), there are many organisational factors that affect employees in the workplace. In support, Stamolampros, Korfiatis, Chalvatzis and Buhalisc (2019) affirm that some workers may be happy with certain facets of the job but unhappy with other facets of their job.

In respect to the higher education setting, Tang et al. (2017) state that many staff members may be satisfied with the flexible working hours and benefits but dissatisfied with factors such as the organisational support at large in a form of co-workers, supervisors and management, the working conditions and remuneration. Yuen, Loh, Zhou and Wong (2018) assert that the main factors of the job that affects the satisfaction of employees are the work itself, pay, promotion, working conditions, support in terms of management, supervision and co-workers as shown below.

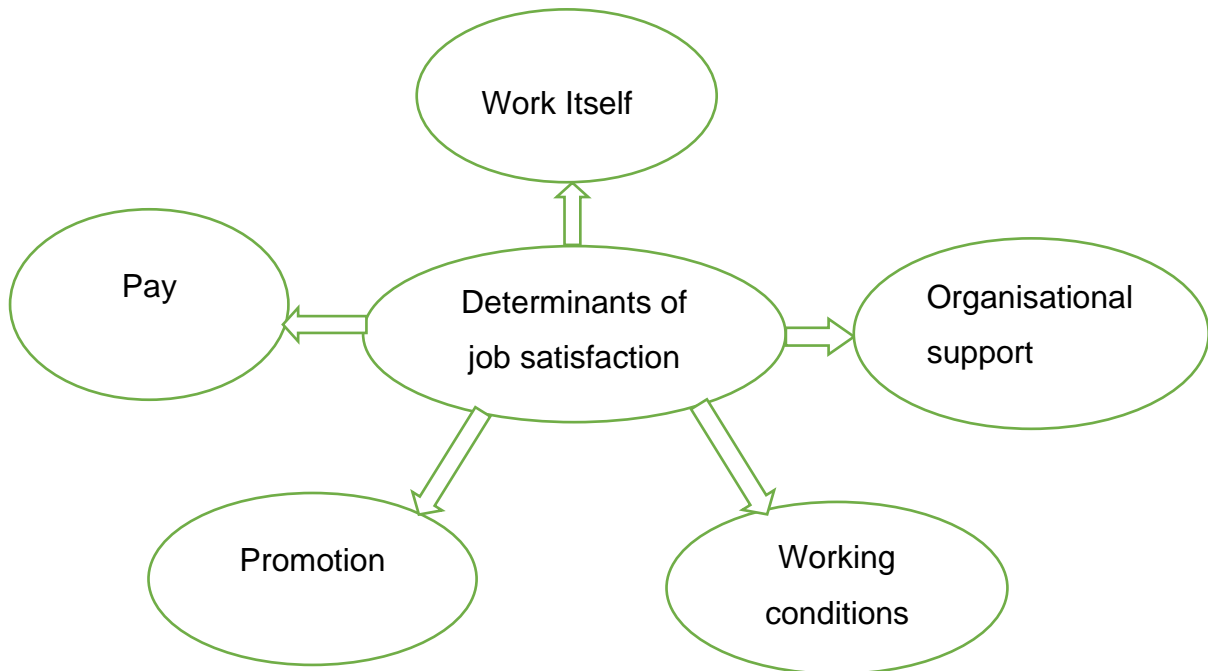


Figure 7. Determinants of job satisfaction (Yuen, Loh, Zhou & Wong, 2018)

The nature and kind of the work that employees perform may determine their level of job satisfaction which may be positive or negative. Yuen, Loh, Zhou and Wong (2018) emphasise that the work itself can have a greater impact on how satisfied an individual person feels with his or her employment. Employees like to feel that they are in control of their work and surroundings because it gives them a sense of responsibility and accountability, as well as a sense of belonging. Employees do not like being micromanaged. Zibenberg (2017) report an increased level of job satisfaction as a result of employees' control over their work which allows them to own their space based on ability and capacity to self-monitor themselves. Ezzat and Ehab (2019) maintain that individuals like a job that is interesting, challenges and leaves a room for recognition and self-actualisation. Therefore, it is very important for organisations to practice autonomy and trust on its employees to perform their duties in their capacity.

According to Yuen et al. (2018), money plays a significant role in employee satisfaction because it serves as the means to satisfy the basic needs. Employees regards pay essential to meet the amount of work they perform. Dissatisfaction arises when employees feel that a gap exist between the work performed and reward or remuneration they receive because they believe in social exchange theory which is of opinion that employees must be paid equivalent to the amount of work they perform (Slimane, 2017). Employees need to feel appreciated and recognised in the workplace. They need to feel the sense of belongingness and prospects of growth. Promotions are more likely to increase employee's level job satisfaction because it provides them an opportunity for personal growth and career advancement which means enforce recognition and appreciation of satisfactory performance, which supports Hertzberg and Maslows's theories of job satisfaction.

Joo and Lee (2017) anticipate that based on the findings of various studies conducted, researchers were agreeing that job satisfaction is positively associated to opportunities for promotion. In addition, Čulibrk, Delić, Mitrović and Čulibrk (2018) outline that the connection between job satisfaction and promotion is determined by the value and quality of work, and the commitment anticipated towards their job. Although some individuals view promotion mainly on the basis of experience, research confirmed that promotion is subject to different aspects of the job as discussed. Dissatisfaction occurs

when employees perceive limited chances and opportunities for promotion (Thiagaraj & Thangaswamy, 2017). Therefore, promotional opportunities have significant effects on employee's overall job satisfaction.

A good work environment with good terms and conditions of employment result in high level of job satisfaction. Many organisations tend to avoid the significance of the working conditions of employees and focus on providing good compensation and benefits as the main driver of satisfaction that employees derive from the job (Prasetio et al., 2019). This indicates that all the external factors of job satisfaction developed by Herzberg are equally important. However, individuals that are money driven are likely to turn a blind eye to the conditions of employment even though they are not favourable, they tend to sacrifice their wellbeing for money. In support, Lambert (2018) asserts that the absence of such conditions of work can affect workers psychologically. Such conditions included but not limited to lighting, ventilation, temperature, noise, working hours, hygiene, and resources. However, there are employees that are more concerned about their wellbeing which affects the overall job satisfaction.

As indicated by Dhanani, Beus and Joseph (2018), organisational support comprises of three dimensions of support that employees receive from the organisation which are management, supervisors and co-workers support. In terms of management support, employees regard management support as the cornerstone of satisfaction in terms of which they hold a mentality that when the management is on their side, they are able to work effectively as they will feel comfortable, valued and cared for; therefore, resulting in increased efforts that supports the overall job satisfaction (Tang et al., 2017). When organisation fails to meet their obligations towards employees, it reduces employees' level of job satisfaction.

Regarding supervisor support, Alessandri, Borgogni and Latham (2017) explain that supervisor's behaviour in the workplace affects the employees' overall work attitude resulting in performance, and other work-related outcomes which supports job satisfaction. Positive behaviour in terms of understanding, guidance, giving feedback and support increases employees' efforts towards achieving the set goals within a reasonable timeframe (Bennett, Bakker & Field, 2018).

In respect to co-worker' support, Vannucci et al. (2017) report that friendly and supportive colleagues increase the level of satisfaction in the workplace which makes it easy to work and perform outstandingly. These authors further highlighted that this satisfaction is influenced by how well workers work well with one another and the extent to which they trust and support each other. Dhanani, Beus and Joseph (2018) established that a strong relationship between co-workers do not only benefit the organisation in terms of production but enhance career success among employees and sense accomplishment.

Cronley and Kim (2017) list the following as the most reported factors that are influenced by job satisfaction, namely: performance, job turnover, absenteeism and commitment. The researcher structured the outcomes of job satisfaction below.

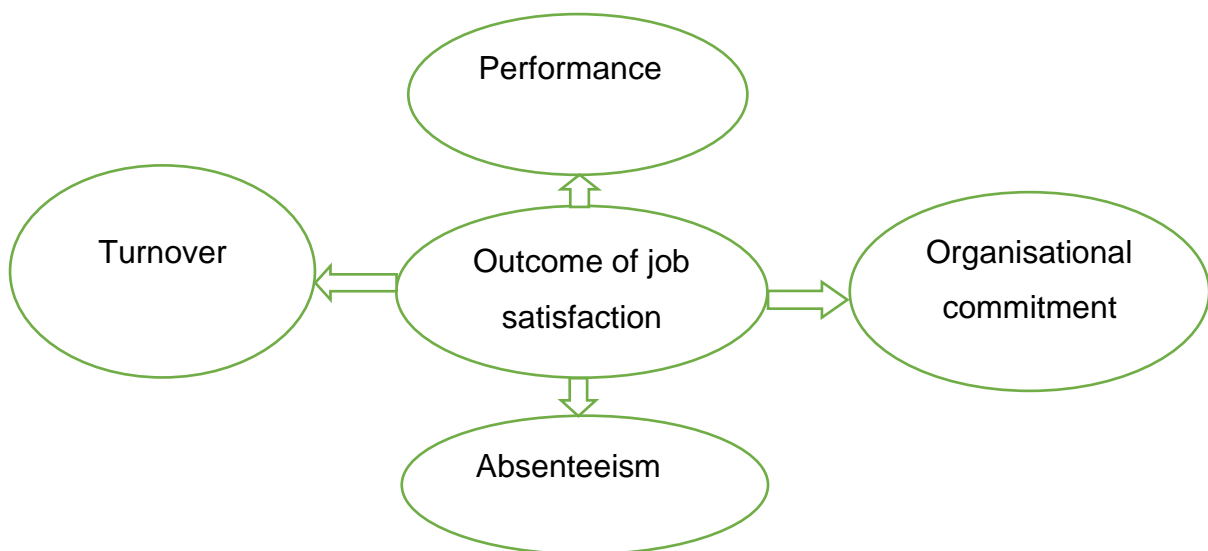


Figure 8. Outcomes of job satisfaction (Cronley & Kim, 2017)

Kapela and Pohl (2017) state that job satisfaction helps to retain employees in the workplace. Satisfied employees will have no interest in comparing their organisation with other organisations in order to examine their state of being a member of the current organisation. Short and Harris (2017) outline that salary and lack of growth opportunities in terms of promotions, training and development, as well as career development opportunities have been reported to have the major impact on employees' satisfaction.

Considering the above, high levels of satisfaction with mentioned factors of the job will contribute significantly to employees' intentions to quit. However, from a recent study conducted by Anuradha, Lakshmi and Ghuman (2017) findings reveals that majority of employees do not derive satisfaction from these variables, even when these variables are not satisfactory, they remain in the organisation because of the employment relationship they have with their supervisors, co-workers, and students which emanates from the love they have for their jobs which most employees regard as enjoyable and useful. A study by Luz, Paula and Oliveira (2018) on turnover intentions reveal that salary and career development are core variables that influence employees to withdraw from or leave the organisation. These authors emphasised that statistics of the findings clearly confirmed that many employees quit their jobs due the mentioned variables which shows low level of satisfaction. In light of the above, salary and career advancement opportunities in the workplace are major factors of the job that determines and bridges the gap between job satisfaction and the likelihood of leaving the organisation.

When examining the state of the organisation, employees tend to base their decision on such factors to leave or remain in the organisation. Therefore, high levels of satisfaction with both measures reduce turnover intentions. Job satisfaction is the major contributor that measures employees' performance in the workplace, resulting in the overall performance of the organisation (Miah, 2018). Satisfied employees in an institution of higher education significantly contribute to students' academic performance and the effectiveness of the institution. Hahn and Kim (2018) add that satisfied employees are more effective and productive. Therefore, high levels of job satisfaction lead to high levels of productivity.

Many studies conducted reported a negative relationship between job satisfaction and absenteeism. Amongst the researchers is Cronley and Kim (2017) who assert that high levels of job satisfaction reduce the levels of absenteeism because when employees are happy with their job, they are less likely to be away because they feel like nothing else matters but their job and that they are wasting time being away from work. However, Anuradha, Lakshmi and Ghuman (2017) add that many employees would look for escape techniques to be away from work which could be attributed by factors such as forged sickness, whereby they will be encouraged to stay at home.

Therefore, when employees 'satisfaction is low, absenteeism tends to increase. Satisfied employees are not obliged to work but work because they love what they do, thus job satisfaction leads to low level of absenteeism.

Kapela and Pohl (2017) established that job satisfaction and organisational commitment have a favourable relationship. Yousef (2017) indicates that employees that are satisfied with their jobs are actively participating in the activities of their organisation, thus displaying emotional attachment and loyalty as a result of having accepted its goals and values. In terms of the model of organisational commitment, the authors further state that job satisfaction is more correlated with affective commitment which involves emotional attachment to, and involvement in the organisation. Employees that are satisfied with their job display high levels of affective commitment. Prasetio, Yuniarsih and Ahman (2017) further point out that employees with a strong affective commitment are not under any circumstances forced to work, they work because they want to. Therefore, the higher the degree of job satisfaction, the higher the degree of affective organisational commitment.

### **2.3.2 Organisational Politics**

The concept of organisational politics has been defined in numerous studies by various researchers (e.g., Ferris, Perrewé, Daniels, Lawong & Holmes, 2017; Zibenberg, 2017; Cameron, 2019). Different approaches have been applied in describing the concept although some of the definitions are contrary in nature, however; they serve a common purpose. There are two generally used definitions of organisational politics. The first definition describes organisational politics as a power-based control mechanism that takes place in the workplace. According to this perspective, politics consist of a set of social behaviour which generally influences and contribute to the basic operations of the organisation (Cameron, 2019). In other words, it proposes that depending on the circumstances of the organisation, politics can be functional or dysfunctional.

However, the second definition which is described as a more common perspective of the concept definition viewed as a specific definition describes politics as a limited

behaviour that is purposefully aimed at achieving short-term or long-term self-interests and personal goals (Zibenberg, 2017). Given this definition, it can be concluded that politics are dysfunctional in the workplace, as they serve the purpose of attaining individuals' interests against the organisational interests and at the expense of others. Ferris et al. (2017) describes organisational politics as self-centred, deceitful and devious behaviour or act that employees display in their work environment for their own personal gain.

The authors further indicated that this personal gain may be at the cost of other employees or the organisation as a whole. Another perspective of the concept was developed by Pandey and Asthana (2017), who defined organisational politics as the plan, approaches and strategies for seizing, holding, extracting and executing power in organisation. Similarly, Bilal, Rafi and Khalid (2017), Pondent (2018), argue that organisational politics as a significant element of organisation denotes behaviour in which personal interests are protected over the interests of the organisation. The authors further broaden the definition of the concept by describing it as an extent to which employees perceive their work environment as politically involved and therefore unfair and unjust. From this definition, emanates the concept of perceived organisational politics.

Yasmeen, Bibi and Zara (2019) define perceived organisational politics as the actions taken by members of the organisation that are seen to be satisfying self-interest and that are directed towards pursuing attaining individual goals without regard for the wellbeing of others or the organisation's goals as a whole. Byrne, Manning, Weston and Hochwarter (2017) describe perceived organisational politics as an individual's strategic action inside an organisation that results in a long-term or short-term personal outcome at the expense of others. Therefore, for the purpose of this study, an integration of both general and specific definitions is adopted because they both denotes that organisational politics revolves around the use of power and authority by members of the organisational to influence others and manipulate the organisational systems and situations to their advantage in order to meet self-interests and personal goals in terms of growth and advancement.



Many studies have been conducted to understand the nature and background of organisational politics. To better understand the roots of the concept, Na-Nan, Chaiprasit and Pukkeeree (2018) suggest that organisational politics can be understood in terms of what people think of it rather than what it represents. In the argument, the author points out that individuals react to the reality of how they perceive the organisation and not on the reality of how the organisation itself is. Reknes, Visockaite, Liefoghe, Lovakov and Einarsen (2019) propose that internal and external locus of control are the major factors that explains in-depth understanding of the nature of organisational politics. Internal locus of control refers to a person believes that they control what happens around them (Reknes et al., 2019). Individuals with high grade of internal locus of control tend to be more assertive and confident. The author stated that such individuals search for information that will help them to achieve their own objectives as they are driven by achievement.

Moreover, Ariza-Montes, Leal-Rodríguez, Rodríguez-Félix and Albort-Morant (2017) add that people who are likely to participate in political behaviour are employees who are highly self-monitored and are hungry for power. In addition, Sroka and Vveinhardt (2018) assert that they tend to be more sensitive to social indications and display higher levels of social conformity as they believe that they can control their own environment. Shabbir (2017) broadens the notion by stating that internals are aggressive and independent, because they believe the environment is under their control, and as a result, organisational politics work in their favour, as they believe in the manipulation of the environment. Internals are perceived to be more effective at manipulating ambiguous work environment to get the information they require to perform their duties that result in performing better in situations that allow them to take full control and actions under the ambiguous circumstances, which makes them to be more familiar and active with political strategies (Sroka & Vveinhardt, 2018).

According to Reknes et al. (2019), external *locus* of control refers individuals believes that they have no control upon what happens around them. They trust in drivers that are out of their control to determine the outcomes of their surroundings such as fate and luck. As a result of low levels of satisfaction, the authors established a significant positive correlation between external locus of control and negative attitudes. Nekota

(2017) states that individuals with external *locus* of control are perceived to be passive, because they do not believe in their actions to have any influence over their circumstances. In other words, they tend to think what happens to them is a result of luck or other people. Internal factors are dependent on external factors such as supervisors, or organisational policies or rules for direction (Nekota, 2017). As a result, they do not acquire the kind of information that would better enable them to cope effectively in a political environment. There is a low level of expectancy that their effort will have an impact; therefore, they do not seek to acquire information as it is not viewed as an element of production, hence internals are more politically active and involved than externals. Organisational politics have been associated with negative influences on employees and the working environment as it brings powerful influences and manipulation (Bowler et al., 2017; Li & Mahadevan, 2017).

Such behaviour occurs due to dissatisfaction with work outcomes, rewards or policies in an organisation. Based on the definitions of the concept provided, organisational politics is basically characterised by power. Salancik and Pfeffer (2017) define power as the essential energy to initiate and sustain actions. The authors further state that power has to do with one's ability to channel the organisational processes to meet the desired outcomes. According to the authors, power is an essential element as it provides energy to run organisation in a more effective and efficient manner.

Bhasin (2019) mentions five key foundations of power which are coercive, reward, legitimate, expert and referent power, which are perceived to, have an impact based on perceptions individuals hold about organisational politics which can either be positive or negative. The author explains that the positive impact lies within the parameters of the power holders who are regarded to have the internal locus of control. Employees in power are manipulative and can use any given opportunity to their advantage, and they have the ability to influence and control outcomes, hence power and politics are associated and viewed as inseparable. Van Dam (2017) further indicate that power in an organisation characterised by politics is mostly practiced by top-level employees that are politically skilled and active with the ability to use their power effectively.

In organisations, many employees exercise power just for the feeling of satisfaction which they originate from being able to influence the outcomes that does not only affect them, but the organisation as a whole. A study conducted by Ferris, Perrewé, Daniels, Lawong and Holmes (2017) established that there are number of ways in which employees in managerial positions use power to control and influence people around them for their own benefit. These techniques are arranged into logical categories of managerial influence, namely: motive, alliance, sociability, bargaining, decisiveness, higher authority and sanctions. Firfiray, Cruz, Neacsu and Gomez-Mejia (2018) carried out a study which focused on managerial influence approaches, and the findings reported, observed that managers are strategic and logical when exercising these influential approaches to best work as desired.

They are most likely to use soft approaches of alliance, sociability and bargaining before using the hard approaches of decisiveness, higher authority and sanctions to gain trust and support from the people surrounding them. Ferris at al. (2017) further suggest four possible factors which they perceive to influence the selection of influence approaches by managers. These identified factors are the manager's relative power, the manager's objective for influence, the manager's hope of people's participation and the organisation's culture. The first factor of manager's power relative to others affects the choice of influence technique in two ways. Firstly, if a manager is perceived to be in control of organisational resources valued by others, consequently such a manager is in a position to use greater influential techniques than other managers who do not have powers.

Secondly, managers that are perceived to be powerful are likely to be more assertive than others with less relative power. The influence technique that is applied is also affected by the objectives pursued by the influencer. Bhasin (2021) suggests that managers vary in terms of their influence techniques, they tend to use kind words and the promotion of friendliness to achieve their goals. Managers employ logic to persuade employees to buy into their views, and they utilise friendship to get favours (Van Dam, 2017). Influential techniques can also be affected by expectation of success. If expectation of success is high, they tend to use soft techniques for quicker response. On the other hand, they may use hard techniques such as decisiveness

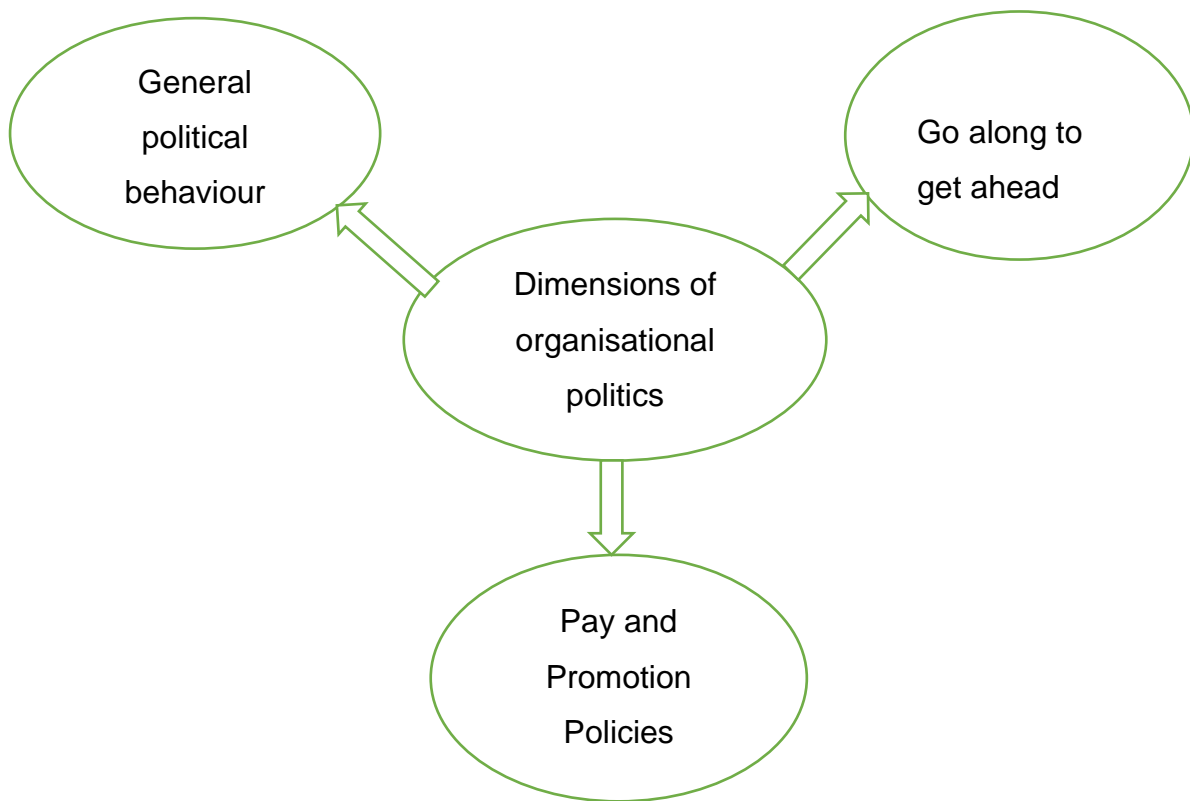
and sanction if the success is not predictable. The researcher also outlined that the choice of influence technique can be determined by shared values within the workplace.

The shared values of some organisations will require the use of friendliness, whereas some requires reason, and others determined by sanctions and assertiveness (Van Dam, 2017). Employees within the organisation exercise influence because of the power they have that comes with positions. When employees with power fail to influence the operations of the organisation to their favour, they tend to involve other employees of the same values and objections to form a strong group, as proposed by Scanlan and Still (2019) that coalitions are formed for the purpose of influencing goals, policies and allocation of resources. Coalitions are viewed to be the ultimate source of power in any organisation because it is made up of people with common goals, consciousness and will, personal interests and values.

In addition, a study by Landells and Albrecht (2017) outline that politics within the organisation can have both positive and negative effect of which some regard as direct and indirect effect on members of the organisation. The authors report that positive outcomes of organisational politics can be career development, power, achievement of personal goals, and success, and recognition and status. On the other hand, Çaylak and Altuntaş (2017) outline that negative outcomes can reduce levels of job performance, behavioural changes, loss of trust and customers or clients of which in the case of the current study, would be students, high turnover intentions and absenteeism of employees affected.

Van Dam (2017) argues that the presence of politics is acceptable when they support and benefit the organisation. In other words, organisational politics can be both helpful and harmful on employees in a sense that will positively or negatively impact on the overall work-related outcomes. However, the negative side of politics is more dominant because employees are primarily focused on their individualised goals and not that of the employer, they are self-serving and use the organisation to work towards the accomplishment of their personal interests/goals. Cheng, Bai and Yang (2017) state that the overview of the nature and background of the concept can be best classified

in terms of three dimensions, namely: general political behaviour, go along to get ahead and pay and promotion policies. To illustrate this process, the researcher outlined the dimensions of organisational politics in the next figure below.



*Figure 9. Dimensions of organisational politics (Cheng, Bai & Yang, 2017)*

Cameron (2019) asserts that in terms of general political behaviour, every organisation is political in nature in terms of which individuals that are politically informed takes advantage of exploring their ways through politics for their own benefits. Individuals exercise their political schemes and strategies to their advantage, in terms of which power is used in favour of their own personal interests and gain. They manipulate decision-making, policies and organisational systems to achieve their personal goals.

Go along to get ahead indicates that politics in the workplace only takes place in response to the organisational climate (Bilal, Rafi & Khalid, 2017). Authors further stress out that this approach causes division in the workplace, as employees with common interests group themselves to have more power and prospects for

maximising their own benefits. Go along to get ahead is political in nature and causes conflict because it is likely to work in favour of those in high level positions as they are likely to use and manipulate the middle and lower-level employees as their support system even though some may support them silently hoping to have a stake in what they are promised. According to Cheng, Bai and Yang (2017), this approach is based on who knows who, and it works well in favour of those that know people in higher places. The authors further stated that employees engage in political activities to safeguard their interest.

According to Bilal, Rafi and Khalid (2017), pay and promotion policies dimension note that members of the organisation tend to behave politically because of the organisational policies and procedures imposed on promotion and pay. Reasons may be failure by management to exercise or reinforce the provisions of the existing policies, or the policies and procedures are in themselves political in nature in that rewards and promotions are based on face value rather than actual performance reviews. Even with this dimension, employees in lower and middle rank are overlooked due to their levels of political insight and knowledge, as well as expertise. Furthermore, Bilal et al. (2017) state that as a result, employees tend to engage in political behaviour because of the imbalance in how monetary policies and procedures are carried out, so that they can manipulate them to their advantage.

In relation to the institution of higher education, politics in organisations have been studied by various researchers. However, the concept has raised a great deal of interest on researchers specific to organisational politics in institutions of higher education. Recent studies have reported a considerable significant level of organisational politics in institutions of higher education compared to any public sector (Mishra, Sharma & Swami, 2017; Nazari, Hassani, Ghaleei & Beytali, 2017). Landells and Albrecht (2017) reports that like any other organisation, politics in an institution of higher education has both negative and positive effect on members of the institution which is viewed as harmful and helpful outcomes.

When employees' wellbeing (which is regarded as a valued resource by members of the institution) is threatened; it will lead to negative outcomes as identified by various

researchers affecting students' performance and the institution's overall pass rate. Politics in the workplace has a lower negative impact on politically skilled employees than it does on others, and they are more likely to observe politics as a means of achieving their personal goals and interests (Mishra et al., 2017). A study by Pondent (2018) outlines that positive outcomes of politics within institutions can be career advancement, recognition and status, enhanced power and position, accomplishment of personal goals, getting the job done, feeling achievement and enhanced autonomy and success. Whereas on the other hand, organisational politics can have harmful outcomes such as loss of strategic power and position credibility, unfavourable feelings toward others, emotional discomfort, and a variety of job performance issues affecting students' performance rate.

Bergeron and Thompson (2020) argue that when political behaviour serves the institution's goals and objectives, fosters teamwork and confidence, and is ethically well-balanced, it is considered positive. Eldor (2017) states that political behaviours occurs when the institution is characterised by high levels of uncertainty which is created when aim and certain standards for decision-making are not present. Eldor (2017) further highlighted that such uncertainty and ambiguity allow the members of the institution to engage in opportunistic behaviours and influential approaches to their advantage. Eldor (2017) emphasises that even when the institution has formal rules and regulations in to govern the operations, functions and behaviours of its members, employees always sees and create an opportunity to influence the process of decision-making which makes the institution look political and viewed as unfair and unjust.

This means that institutions that are governed by political considerations are usually viewed as unfair, which can be assumed to mostly affect lower-level employees than managerial employees. A study conducted by Kang, Kim and Han (2018) supports this statement by revealing that organisational politics have a possibly harmful impact on lower-level employees but no negative impact on higher level employees. This occurs as a result of power and authority of employees in high positions because they do not only engage in decision-making as management but through political power to influence and manipulate decisions for their personal gain.

Durnali and Ayyildiz (2019) indicate from a model developed by Ferris Russ, Fandt (1989) that job satisfaction will suffer as a result of high levels of perceived organisational politics. Julius, Ojiabo and Alagah (2017) assert that past research has supported an inverse link between job satisfaction and politics, with people who consider their organisation to be political reporting lower work satisfaction, and vice versa. Recent studies propose that members in the organisation who perceive politics to be high in an organisational are mostly not happy with their jobs (Hassan, Vina & Ithnin, 2017; Jalal, Ghanizadeh & Akbari, 2017; Öztürk & Şahbudak, 2017). However, Ali, Anwar, Iqbal, Iqbal, Suleman, Sadiq and Muhammad (2019) maintain that workers lower in hierarchy, with external locus of control experience politics more in the organisation.

Cameron (2019) conducted a study to determine the extent and antecedence of the effect. The author established a strong correlation between low level employees and feedback, job autonomy, skill variety, and opportunity for promotion. The authors also established that in terms of demographic factors, age, gender or supervisory status also plays a major role. As a result, they conclude that, perceptions of politics in organisations have a major role in employees' dissatisfaction at lower job rank than it is in high level rank. Therefore, in this study, organisational politics have both a negative and positive impact on the overall employer-employee relationship; however negative side of politics is more dominant. Employees are focused on individualised goals only and not that of the employer, they are self-serving and work towards the accomplishment of those personal interests/goals.

According to Landells and Albrecht (2017), organisational politics are mostly viewed as the organisational self-justifying practices that changes and misrepresent important information. However, the authors indicate that organisational politics are not always about negative influences such as trust issues, hidden agendas and power manipulation but positive outcomes as well. Authors emphasised that organisational politics can also be used to benefit not only the politically skilled and active minority, but the organisation concerned as a whole. In addition, Pondent (2018) states that organisational politics may benefit the organisation by safeguarding the minority from its negative outcomes.



The study conducted by Eldor (2017) of the person-based interactionist approach about understanding personality traits in politics established that organisational politics may not necessarily always result in negative outcomes, it differs in terms of different personalities that may perceive politics as useful and of positive impact than others. According to Hassan, Vina and Ithnin (2017), when people are politically skilled and active, organisational politics tends to be the basis for competitive advantage. The authors established that management with high skills and expertise in politics successfully manages organisations that are not functioning well. Meaning in most cases politics tend to be more visible in an environment where individuals are politically skilled and know how to employ them to sway positive behaviour and prevent harmful ones.

Ladebo (2017) states that some individuals position politics in organisations as a tool to manage conflict in the workplace, while on the other hand, some employees see politics as an opportunity to safeguard their own personal interests. In addition, the author further emphasises that from the findings of the study, some employees argued that politically skilled individuals may improve not only their interests and success, but also meet the interests and success of the organisation and has the ability to facilitate individual's environmental adaptation and organisational change.

De Clercq and Belausteguigoitia (2017) also argues that positive political behaviour is one that strives to support and meet the vision and objectives of the organisation, advances confidence and teamwork, and is ethically well-balanced. In addition, Al Khajeh (2018) also argues that in order to promote equality in the workplace, managers who are strongly knowledgeable about politically advanced environment are more likely to manage those behaviours associated with politics in the workplace. This is also because politics in organisations plays a major role of leadership considering the effect of political behaviour on the effectiveness of an organisation and the environment thereof.

According to Pondent (2018), environments that are politically active are generally perceived negatively by individuals, which may induce a sense of unfairness, deprivation, and inequity. Employees tend to feel threatened by the uncertainty,

ambiguity and the self-interest actions that occur in political environments. Consequently, withhold useful information by keeping opinions and important facts to themselves. As a result, organisational politics, according to various studies, has a negative impact on employment results. Several researchers found that organisational politics have a negative effect on job outcomes (Li, Liang & Farh, 2018; Marinova, Cao & Park, 2018; Hochwarter et al., 2020). The researchers indicated that organisational politics are a source of workplace stress and conflict.

A study conducted by Landells and Albrecht (2019) discovered that among people with little perceived influence over their jobs, politics is highly linked to workplace anxiety. Based on this statement, it is true that organisational politics negatively affect work-related outcomes such as job performance, satisfaction, commitment to the lower status employees. This indicates that employees with lesser levels of influence are more anxious than they would be in a regular work setting when they perceive politics in their workplace. As a result, organisational politics may lead to a person's physical or mental detaching from their workplace. Other studies established that political behaviour restricts information sharing and communication and thus inhibits learning (Li, Liang & Farh, 2018).

On this note, Marinova, Cao and Park (2018) reported that communication and information are the key factors in political practices and their control is of significance to the political processes in organisations. This is because both information and communication are the ways for producing and making aware issues and actions taking place at work. Political behaviour is also included in the cultural factors, that may also inhibit learning. Cultures that give importance to the attainment and sign of technical skills that are used independently by individuals are less likely to support knowledge-sharing networks. In addition, even people who are not immediately affected by main political action can suffer unfavourable consequences as a result of the current political climate. This is because, according to Landells and Albrecht (2019), politics causes distress, which leads to violent behaviour, which causes even more distress among colleagues.

Cameron (2019) concludes that all behaviour in organisations can be political. The author emphasises that perceptions of employees about politics are reliant on conditions and as conditions are different, it depends on employees' perceptions and how they respond to it. In other words, perception of politics is shaped by a set of circumstances that are defined by employees. Thus, it can be concluded that organisational politics is dependent upon a set of circumstances that employees may perceive as political. From the above discussion, Khan, Kaewsaeng-on, Zia, Ahmed and Khan (2020) identify the following as the most recognised outcomes of organisational politics, namely: increased job stress, job anxiety, turnover intentions, decreased organisational commitment, productivity, job performance, job satisfaction and citizenship of the organisational which occur as a result of high levels of organisational politics illustrated below.

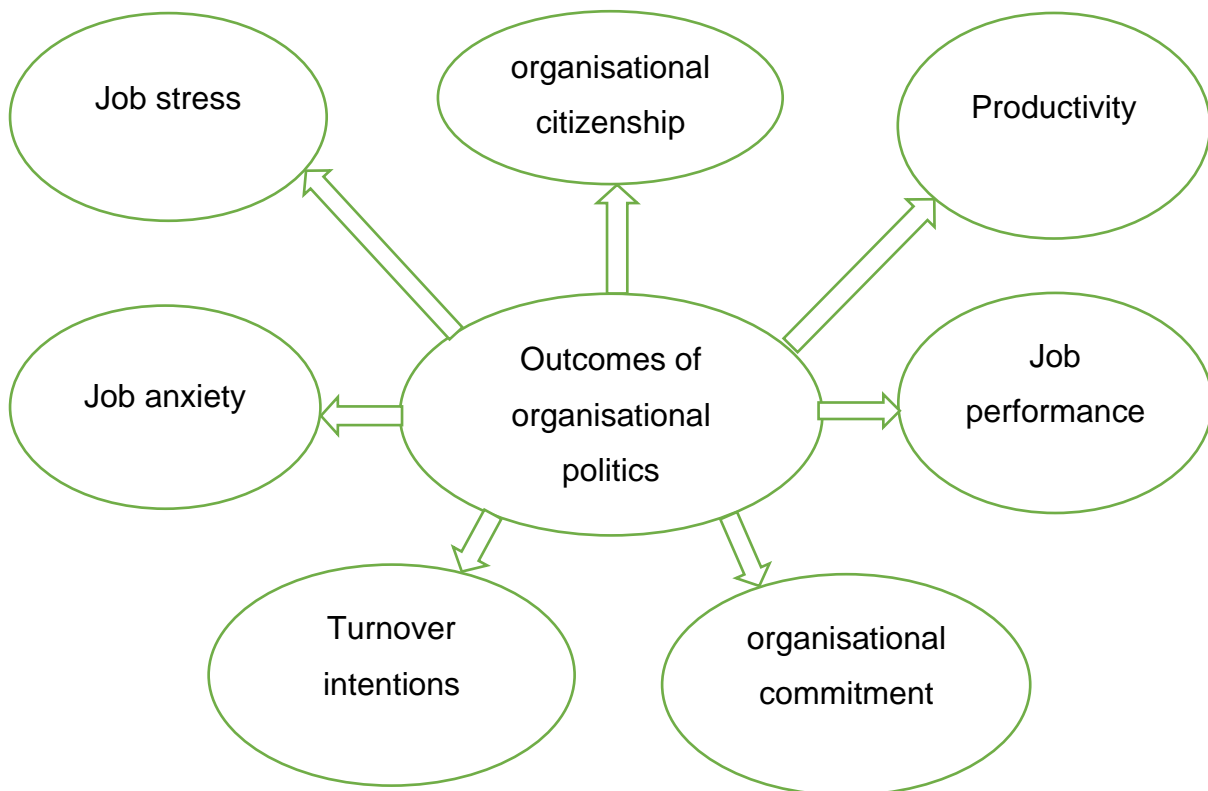


Figure 10. Outcomes of organisational politics (Khan, Kaewsaeng-on, Zia, Ahmed & Khan, 2020)

Landells and Albrecht (2019) established that organisational is a key source of stress and conflict in the workplace, causing dysfunctional dilemma for both employees and

the organisation. A general definition by DeGhetto, Russell and Ferris (2017) describe stress as a response or reaction individuals display, which could be physiological, behavioural or psychological. Balayssac, Pereira, Viot, Lambert, Collin, Alapini, Gagnaire, Authier and Cuny (2017) propose a definition of stress that is more specific to the organisational behaviour which states that stress refers to any aspect of the organisation that causes discomfort on employees. However, from a recent study conducted by Yaşar and Sağsan (2020) implements another definition which views stress as a subjective feeling that comes from work demands exceeding the capacity of employees to manage.

Scanlan and Still (2019) researched about the existence of the relationship between organisational politics and stress factors that individuals experience as a result of organisational politics. Reported factors associated with stress are work stress, bodily stress, and overall exhaustion. The study's findings indicate that there is a strong negative link between organisational politics and stress. Furthermore, the authors discovered a link between organisational politics and burnout, which is thought to be a late result of job discomfort and work stresses.

Increased job anxiety as an outcome of organisational politics in this regard may occur as a result of employees' consciousness about politics in the workplace. Job anxiety refers to an unpleasant feeling caused by nervousness or fear of the outcome. Ombanda (2018) indicates that job anxiety mostly affects those that are not only aware of the political activities in the workplace but are alert and pressured because they cannot ignore them yet still choose to stay with an attempt to cope in that political work environment. In addition, Raza, Khan and Mujtaba (2017) propose that an increase in job anxiety leads to an increase in employee turnover.

Van der Heijden, Peeters, Le Blanc and Van Breukelen (2018) define turnover intentions as intentions that lead employees to quit from the organisation. Ahmed (2018) points out that employees that are not politically engaged but affected by the outcomes of politics in the organisation may withdraw from organisations with an attempt to avoid political activities. The author further indicated that withdrawal may take place in a form of actual or psychological turnover in terms of which the actual

turnover denotes that members involved always choose the option of leaving the organisation as the first resort. They do not engage or believe in finding corrective measures of managing and coping with politics. Whereas psychological turnover suggests that members involved always seek for other options before resorting to organisational withdrawal (Kim, Tam, Kim & Rhee, 2017).

Defined by Čulibrk, Delić, Mitrović and Čulibrk (2018), organisational commitment refers to the psychological connection of employees with their organisation. It shows the extent to which a person feels about his/her organisation resulting in efforts they put in to benefit the organisation concerned. Many studies define the concept in different ways in terms of which most definitions centres around individuals' connection with the organisation's goals and values. Vandenberghe, Landry, Bentein, Anseel, Mignonac and Roussel (2019) describe commitment in terms of three psychological factors namely: a strong belief in and acceptance of the organisation's goals and values; a willingness to exert considerable effort on behalf of the organisation; and a strong desire to maintain membership in the organisation.

The authors established that employees that are actively involved in the activities of their organisation display emotional attachment and loyalty as a result of having accepted its goals and values. However, the most widely recognised conceptualisation of organisational commitment is the model identified by Albrecht and Marty (2017) which explains commitment in terms of three forms namely: affective commitment, continuance commitment, and normative commitment. According to Philippaers, De Cuyper and Forrier (2019), affective commitment has to do with employees' attachment and commitment towards the organisation. The authors further points out that employees with a strong affective commitment are not under any circumstances forced to work, they work because they want to.

Albrecht and Marty (2017) describe continuance commitment as a commitment that is associated with the consequences and outcomes of leaving their organisation, such as the cost of living. Philippaers, De Cuyper and Forrier (2019) further describe the last form of commitment known as normative commitment to involve the feelings that employees display of obligation to remain in the organisation. Employees that display

high levels of this commitment remain with the same organisation because they feel obliged to. Therefore, Aybar and Marşap (2018) assert that organisational politics negatively affect employees' commitment.

Ahmad, Danish, Ali, Ali and Humayon (2018) assert that politics in the workplace have a negative impact on productivity. Employees tend to lose concentration and interest on job tasks because they have a mentality that whatever they do will not be recognised due to high levels of political influence. In addition, the authors highlighted that a healthy employment relationship is the best tool to enforce an effective work environment that will subsequently support performance. This means that job performance will improve as the employment relationship amongst employees and between employees and employer improves because the relationship will be favourable and beneficial to all parties involved, making it easy to work and perform more than expected without any pressure of some kind from any party. Bibi (2018) affirms that middle and lower-level staff members of the organisation are mostly affected by the politics in the organisation due to less knowledge of politics caused by lower qualifications and illiteracy which also have a greater impact on the job performance.

From the discussion thus far, it is known that political organisations are perceived to result in negative work outcomes that also affects production. Landells and Albrecht (2017) point out that politics in organisations creates a platform for negative work environment, which makes goals attainment difficult. Those affected by politics find it difficult to work than those that exercise politics because they feel pressured and oppressed by the majority in power, and they tend to work for the sake of working resulting in poor or low production. Ombanda (2018) further stated that an organisation that has a high level of politics ultimately lowers production because individuals focus on their own interests and not that of the organisation.

There is a negative relationship between organisational politics and organisational citizenship. Zibenberg (2017) confirms that existence of organisational politics creates a negative relationship with organisational citizenship behaviour, described as optional behaviour that increases the social context in which the organisation operates. When

political actions infringe into the organisation and ultimately control and manipulate the systems and operations of the organisation, then employees tend to lose interest in the organisation and focus on accomplishment of their own personal interests. For good organisational citizenship behaviour, management must not support political behaviour in the workplace and must engage on measures to combat politics (Harvey, Bolino & Kelemen, 2018). For institutions to maintain stable organisational politics, they need to understand the concept within the institutions of higher education and its implications. In the preceding paragraphs, the researcher discussed the process in full. Managing politics in the workplace is very essential for the success of the organisation. Below structured are ways suggested by Schneider (2017) that can neutralise if not avoid the acts of politics in the organisation.

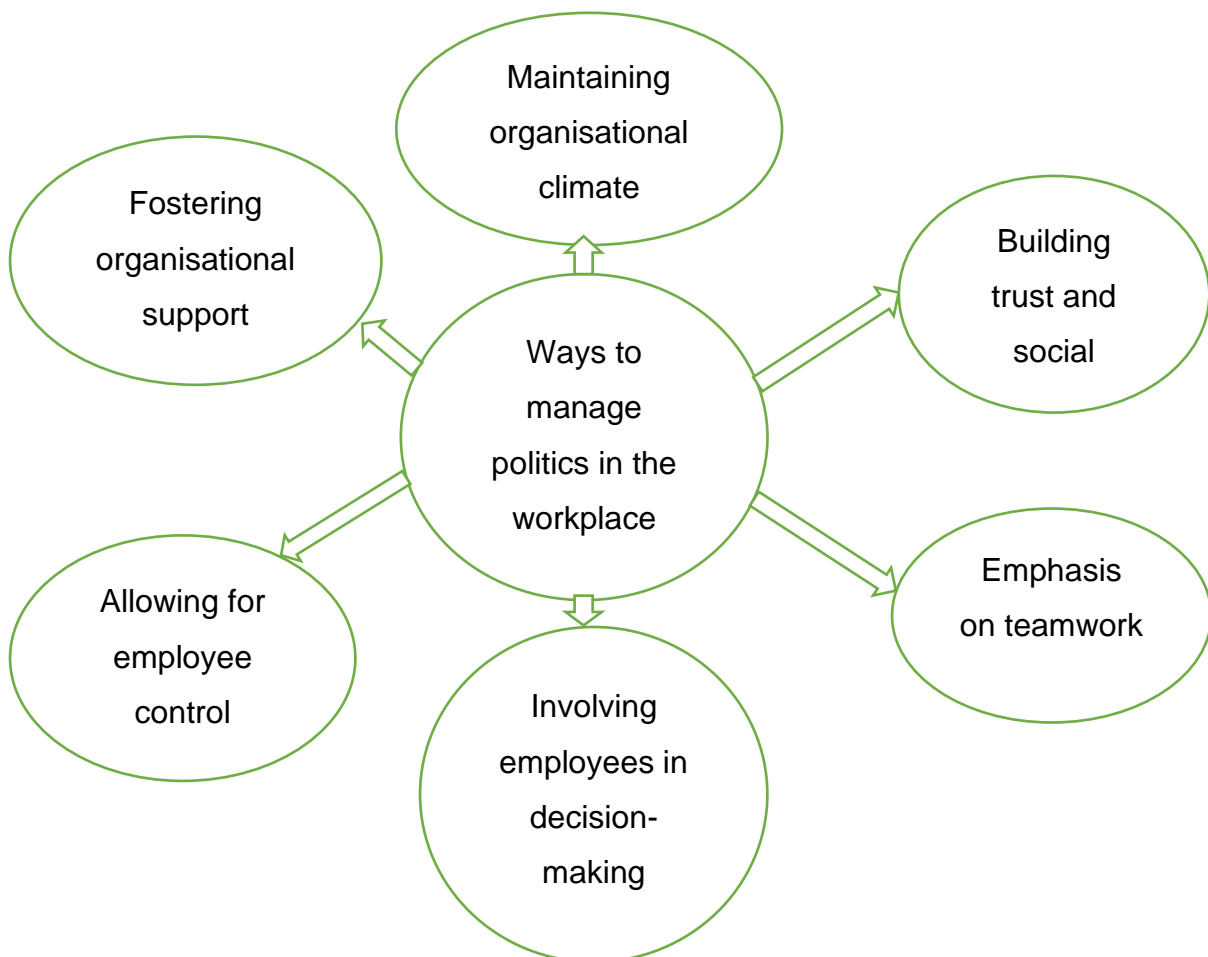


Figure 11. Ways to manage politics in the workplace (Schneider, 2017)

According to Shanker, Bhanugopan, Van Der Heijden and Farrell (2017) organisational climate such as customs, beliefs, ethics, and procedures can help alleviate the negative effects of organisational politics. Enforcement in this regard will assist employees to know and act according to set standards that are within the organisation's climate. Social and environmental conditions in which employees execute their duties has been reported to have a major impact, as it is believed to channel employees to a sense of common interest that supports the organisational goals and values resulting in reduced political activities (Shanker et al., 2017). For this reason, employees feel comfortable and a sense of belonging as well as security which makes the work environment more conducive.

Eldor (2017) further emphasises that regardless of the extent to which political behaviours are exercised in the organisation, organisational climate must be enforced to influence factors such as enhanced work behaviour, increased job performance, and levels of motivation which subsequently supports productivity. Manimegalai and Rupashree (2018) emphasise the importance of managerial individual's responsibility to ensure that employees' satisfaction is prioritised, fostered, maintained and secured in an attempt to eliminate or minimise the activities of politics within the organisation. The authors further emphasise that this can only be achieved through organisational support whereby management provides a platform for employees to be heard in terms of concerns, suggestions, decision-making, etc.

In support, Half (2020) suggests that organisational support can also be in terms of providing employees with self-development opportunities such as training, or career advancement which will channel them to positive behaviours because they will feel valued, cared for, important and appreciated, resulting in positive outcomes. Short and Harris (2017) also established that employees with high degree of organisational support perceptions are likely to respond positively because they believe they owe it to the organisation to repay them in terms of increased efforts towards the achievement of its goals.

Employees like to feel that they are in control of their work and surroundings because it gives them a sense of responsibility and accountability, as well as a sense of



belonging. Employees do not like being micromanaged. Employees with low self-monitoring skill or desire are the most negatively influenced group by organisational politics. Zibenberg (2017) reports a reduced level of political effects as a result of employees' control over their work environment. From the discussion thus far, it is known that organisational politics is about the exercise of power and authority in the workplace, therefore; an organisation that provide its employees with a sense of security in terms of control over the work environment; automatically reduces the practices of political activities because employees will feel no need to gain control and power through politics as they will already be entitled to own their space. This will also allow those that are not politically active to own their space based on ability and capacity to self-monitor themselves.

Allowing employees an opportunity to participate in decision-making will meet their desire of being involved, thus reducing political activities because according to perceptions and experiences, majority of employees practice politics in the workplace in order to be recognised and engaged in the activities of the organisation, and not limited to the areas of their work. According to Panda (2019), involving employees in decision-making was found to reduce the levels of organisational politics which also resulted in reduced negative work-related effects. The author further indicates that involving employees provides them with control and power towards their workspace.

According to McEwan, Ruissen, Eys, Zumbo and Beauchamp (2017) emphasis and encouragement on teamwork is a very important tool that management can use to neutralise politics which causes division and groups of different goals working against the organisational goals. Teamwork mutually benefits both employees and the employer because it provides employees with an opportunity to learn from and improve each other, and also gain a sense of responsibility and accountability. It also improves the quality of performance and production because employees will be engaging effectively, with focus and actively working towards the achievement of the common set goals (McEwan et al., 2017).

Building trust and maintaining social support is very essential strategy that management can use to neutralise politics in the organisation. A study conducted by Pondent (2018) on the link between organisational politics and work factors reported that trust and social support were found to be strong moderators of the relationship. Pondent (2018) further emphasises that building trust and providing social support must be in both ways, among employees and between employees and employers. Employees can gain each other's trust and social support through working together as a team. Management can gain employees' trust through supporting them in terms of valuing their contributions and recognising their efforts by means of motivation mechanism such as opportunities for career development, rewards, etc.

### **2.3.3. Organisational Support**

Various researchers have defined organisational support in different ways such as Maertz, Griffeth, Campbell and Allen (2017), Robbins and Judge (2017), Prasetio, Azis and Anggadwita (2019). A common definition established by Robbins and Judge (2017) define organisation support as the degree to which the organisation values its employees' efforts and cares about them. Similarly, Maertz, Griffeth, Campbell and Allen (2017) define the concept as the reflection of employees' beliefs that the organisation considers their contributions and cares about their wellbeing. Another definition by Prasetio, Azis and Anggadwita (2019) describes organisational support to involve employees' positive feelings that the organisation fairly recognises them in terms of compensation for their effort.

However, Tang, Yu, Cooke and Chen (2017) provide a different definition which positions organisational support as the commitment of the organisation towards its employees. The authors further extend the definition by stating that this commitment is shown by the support the employer gives to employees in terms of effectively assisting them to complete the mandated tasks. Employees regard such commitment by the employer as signs of concern, which increases employees' trust and strong relationship with the employer (Alcover, Chambel, Fernandez & Rodriguez, 2018).

From the definitions provided emanates the extent to which employees perceive the organisation. The outcomes of their perception determine how well they execute their duties. Sarfraz, Qun, Sarwar, Abdullah, Imran and Shafique (2019) report that employees who perceive the organisation as supportive will lead to its success because organisational support is viewed to be the most significant factor that keeps employees satisfied in the organisation. Robbins and Judge (2017) as well as Sarfraz et al. (2019) established that satisfied employees produce outstanding work-related outcomes such as increased level of performance and commitment which support the levels of production and reduced levels of turnover intentions.

In addition, according to the organisational support theory which views the employment relationship as an exchange relationship between the employer and employees, states that employees put forth extra effort to help their organisation achieve its objectives in exchange for a high level of support. Therefore, to achieve the aim of this study, the definition from a recent study provided by Maertz et al. (2017) is adopted because it supports the aim of the study. Currently, most of the institutions of higher education do not have appropriate support mechanisms that can enhance job satisfaction within its organisations (Kurtessis et al., 2017). For the institutions to achieve employee job satisfaction, they need to have adequate support and stable organisational politics. From definitions provided emanates the concept of perceived organisational support.

As defined by Urriyati and Nastasia (2020), perceived organisational support is referred to the observations of the employees of the support from the organisational towards the execution of their work and general wellness in the organisation. A more common definition is provided by Lee and Peccei (2017) which positions organisational support as a belief that employees hold that their efforts are valued, and the organisation is concerned about their well-being. As a result, organisational support theorists suggest that high degree of perceptions about support from the organisational support improve work attitudes and create effective work behaviour. In order words, employees tend to develop global beliefs about the organisation in relation to their contributions and well-being within the organisation concerned in order to determine the extent to which the organisation is willing to reward their efforts to

meet the socio-economic needs and act based on the results of their evaluation (Brinkmann, 2017).

Research conducted by Rockstuhl, Eisenberger, Shore, Kurtessis, Ford and Buffardi (2020) further emphasise that employees are observant and act towards what they perceive. Employees likely seek to repay the favourable treatment if the organisation is perceived as supportive. As a result, they feel relevant and become more committed and hardworking (Rockstuhl et al., 2020). In addition, the present study points out that support from the organisation required by employees is not only limited to recognition, supervision, etc. but also includes adequate training, resources, and support from management. With such provided, it is more likely that employees would want their organisation to succeed and be more capable of helping their organisation succeed. In summary, employees develop perceptions of organisational support in response to socio-emotional needs and the organisation's willingness to reward increased efforts of its employees.

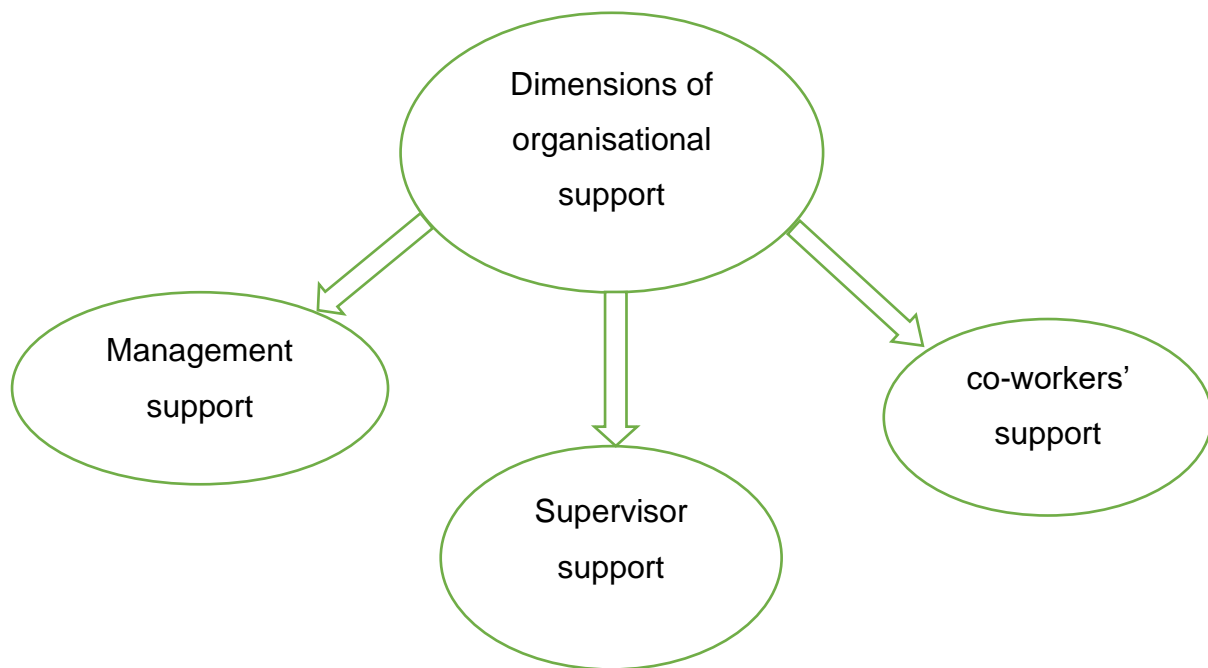
Organisational support has received a strong interest among researchers in the fields of psychology and management which is still increasing even today. Many studies are being conducted with an attempt to validate and add to the existing knowledge as the concept continuously reveals different perspectives. Amongst the researchers is Brinkmann (2017), Prasetio, Azis and Anggadwita (2019), Tang, Yu, Cooke and Chen (2017) who indicate that employee effort in the organisation is strengthened by organisational support, resulting in increased attempts to achieve the organisation's goals.

To better understand the nature of organisational support, one needs to understand the concept work. According to Brinkmann (2017), work has been defined by organisational theorists as a process of exchange in terms of which employees put their effort and commitment towards the job and organisation in exchange for physical and emotional benefits offered by the organisation concerned. Brinkmann (2017) further indicate that this relationship of exchange between the employer and employees serves as result by which organisations achieve positive outcomes by treating the employees generously. Positive evaluation by the organisation also gives

a direction that improved effort will be recognised and rewarded. Research has confirmed that employees tend to develop perceptions of the organisation which may result being negative or positive, thus determining work-related outcomes, such as performance, satisfaction, commitment, turnover intentions (Ćulibrk, Delić, Mitrović & Ćulibrk, 2018). Prasetio, Azis and Anggadwita (2019) assert that employees who observe the organisation support to be less satisfactory like to compare that organisation with the previous organisations they worked for in order to determine their future in that organisation. This is to say that organisational support as the significant factor of the organisation determines the future and success of the organisation through employees' perceptions of the organisation. If perceived as supporting; employees commit themselves towards the accomplishment of the organisational goals.

Tang, Yu, Cooke and Chen (2017) further emphasise the relationship between organisational support and employee outcomes. The authors indicate that organisational support has a great impact on the employment relationship which can either be between the employees or between the employees and their employer. Tang et al. (2017) established that the nature of this employment relationship is determined by the way employees perceive their organisation as being supportive or not thus resulting in the relationship being positive or negative. The relationship may result in the following outcomes: job satisfaction, behavioural changes (workplace attitudes), performance, absenteeism, job involvement or commitment, and turnover intentions.

Organisational support can be determined in terms of three primary factors that affect employees in the workplace and the organisation in terms of production (Dhanani, Beus & Joseph, 2018). Below structured are the facets of organisational support, namely: management support, supervisors, and co-workers' support.



*Figure 12.* Dimensions of organisational support in the workplace (Dhanani, Beus & Joseph, 2018)

The support that employees get from management changes the whole scenario of organisational support perceptions because management as the organisation’s representatives are the organisation itself. According to Tang et al. (2017) employees regard managements’ support as the cornerstone of satisfaction in terms of which they hold a mentality that when the management is on their side, they are able to work effectively as they will feel comfortable, valued and cared for; therefore, resulting in increased efforts that supports performance and outstanding production. When an organisation fails to meet its obligations towards employees, it reduces employees’ level of organisational support perceptions (Dhanani, Beus & Joseph, 2018). For organisations to retain high levels of employees’ perceptions about organisational support, management must be strategic in terms of which they develop organisational reward systems as employee-motivation mechanism.

Management can make attractive offers in terms of tangible incentives such as performance bonus, or non-tangible benefits such as creating a platform for growth by means of self-development opportunities, allow for participation in decision-making, job redesign in terms of which they allow employees to develop and implement ideas

to create a sense of responsibility, independency and accountability. This relationship is created and based on the trade-off between the organisation and employees where employees offer their loyalty, commitment, motivation and other outcomes in return of the support that is offered by the organisation (Fila, Purl & Griffeth, 2017). Supervisors as coaches, mentors and representatives of employees in the workplace are influential on the activities performed by employees because of the direct interaction between them (Walsh, Dalmaso & Anand, 2020). Supervisors are viewed as part of management and therefore the channel of communication between management and employees because of the direct interaction between management and employees. In support, a study conducted by Alcover et al. (2018), which emphasised that supervisors are a significant element of the socialisation process in the organisation.

Bennett, Bakker and Field (2018) explain that supervisor's behaviour in the workplace affects the employees' overall work attitude resulting in performance, and other work-related outcomes. Positive behaviour in terms of understanding, guidance, giving feedback and support increases employees' efforts towards achieving the set goals within a reasonable timeframe (Alessandri, Borgogni & Latham, 2017). In addition, Robbins and Judge (2017) further maintain that supervisors hold an important role in guiding employees assigned to them, mentoring and coaching them to channel them to the right direction of achieving the set goals. Thus, the outcomes produced by employees are determined by the level of supervision they get from their organisational superiors.

Studies conducted by various researchers established that a working environment of employees with positive work relationship share common goals and build each other in terms of support and that work satisfaction rises when coworkers are kind and supportive (Debrot, Siegler, Klumb & Schoebi, 2018; Dhanani, Beus & Joseph, 2018; Walsh, Dalmaso & Anand, 2020). In support, Vannucci, Whiteside, Saigal, Nichols and Hileman (2017) report that friendly and supportive colleagues increase the level of satisfaction in the workplace which makes it easy to work and perform outstandingly. Moreover, these authors highlight that this satisfaction is influenced by how well workers work with one another and the extent to which they trust and support each other.

Dhanani, Beus and Joseph (2018) further indicate that a strong relationship between co-workers do not only benefit the organisation in terms of production but enhance career success among employees. Similarly, Walsh, Dalmaso and Anand (2020) conducted a study on the relationship between co-workers and found similar results. In addition, Kang, Kim and Han (2018) also established that a positive association between employees enhances the degree of overall satisfaction. The research reports that acquaintance among employees influence work outcomes including increasing job satisfaction, productivity, job commitment and organisational loyalty, and reducing absenteeism, stress, and intention to turnover.

In relation to the institutions of higher education, organisational support has appeared to be a dominant determinant of the organisational success though its employees (Kumar, Jauhari, Rastogi & Sivakumar, 2018). These authors point out that organisational support influences employees' behaviours towards the organisation. AL-Abrow (2018) suggests that when employees and employers engage in social exchange that is beneficial to both parties make organisational support to be most effective. From the study, research has shown that institutions that value their employees and recognise their work in terms of pay, promotions always receive good feedback of increased effort, satisfaction, performance, and commitment thus resulting in high levels of aggregate students' pass rate.

The support that institutions can offer to their staff is not limited to tangible or monetary benefits but to the extent of personal development opportunities. Research indicates that many institutions spend substantial resources to provide tangible benefits in order to maintain loyal and trustworthy employees, however, workers seek more than a safe job with pension and benefits (Victor & Hoole, 2017). The study further reveals that most workers want better value and own growth from their work. Manimegalai and Rupashree (2018) established that the impact of organisational support on employment relationship is very essential, as it can either be negative or positive. The nature of this employment relationship is determined by the way employees perceive their organisation as being supporting or not. Researchers further outlined that the relationship may result in the following outcomes: behavioural changes, performance, job satisfaction, absenteeism, turnover intentions, job involvement or commitment.



Specifically, research by Kurtessis et al. (2017) indicates that workers who are happy with the support from the organisation are happy with their jobs. Most researches on the factors that influence job satisfaction have been undertaken and found organisational support to be the most significant factor that predicts job satisfaction. Kurtessis et al. (2017) further indicate that employees' perceptions about the organisational support determine how they are satisfied with their job. In other words, workers who feel supported by their organisation are more likely content with their jobs which means they become more comfortable with and in the work environment resulting in an increased level of performance, productivity, more clients, organisational attachment and commitment, decreased level of absenteeism and turnover intentions.

Kurtessis, Eisenberger, Ford, Buffardi, Stewart and Adis (2017) carried out a research which assessed the effects between organisational support and job satisfaction. Findings from the study indicates a strong and positive effect of organisational support on job satisfaction. Satisfied staff members of an institution perform accordingly which result in satisfactory results of students' pass rate and gaining more prospective students. Therefore, in this study, organisational support determines the future and success of the organisation resulting from employees' positive perceptions of the organisation. If perceived as supporting; employees commit themselves towards the accomplishment of the organisational goals. In other words, the support of the organisation to its employees holds a key to its success.

According to Rai, Ghosh, Chauhan and Mehta (2017), organisational support has an impact on the employment relationship which can either be within the employees or between the employees and their employer. The nature of this employment relationship is determined by the way employees perceive their organisation as being supportive or not thus resulting in negative or positive relationship. Günay (2017) asserts that perceptions that are good about the employment relations attracts good work ethics which includes, for example, promotions, positive feedback and rises. The most reported outcomes by Günay (2017) are: job involvement, loyalty to the organisation, job performance, job satisfaction, and the likelihood of turnover.

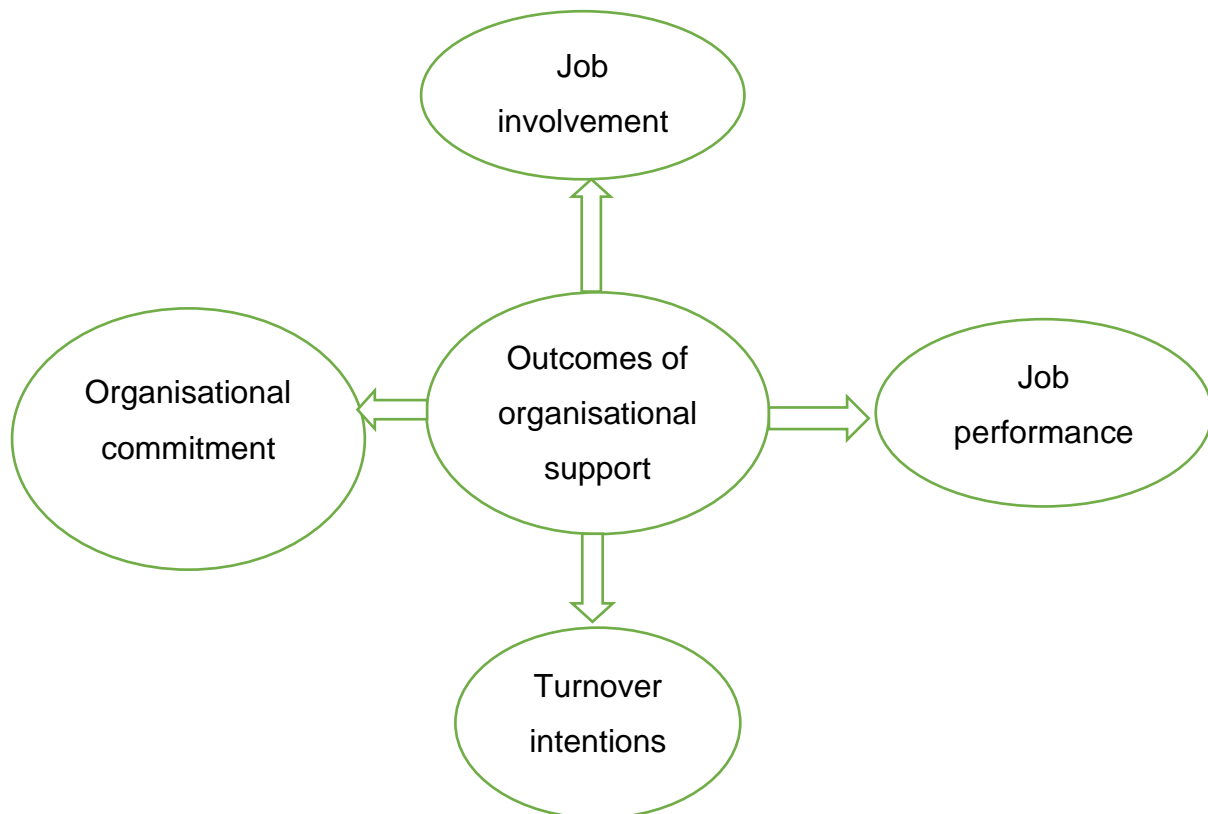


Figure 13. Outcomes of organisational support (Günay, 2017)

Job involvement as defined by Florea (2019) refers to the interest that one has towards the job. Nikhil and Arthi (2018) support this definition by stating that when employees feel supported by their organisation, they tend to increase the level of interest on the job which results in good quality of work. Nikhil and Arthi (2018) further highlight that the amount of interest that employees display towards their job, determine the extent to which they are involved. The extent to which employees are involved subsequently determine their level of organisational commitment.

Albalawi, Naughton, Elayan and Sleimi (2019) describe organisational commitment as the psychological connection of employees with their organisation. It shows the extent to which a person feels about his/her organisation resulting in efforts they put to produce outstanding results and benefit that organisation in terms of achieving its mission, goals and objectives. A similar definition which describes organisational loyalty as the power of individuals' identification with and attachment to their organisation was established from a recent research study conducted by Čulibrk,

Delić, Mitrović and Čulibrk (2018). A model of organisational commitment described by Albrecht and Marty (2017) explains commitment in terms of three forms namely: affective commitment, continuance commitment, and normative commitment. These authors further point out that employees with a strong affective commitment are not under any circumstances forced to work, they work because they want to. A study carried out on the connection between organisational support and organisational commitment established that organisational commitment is commonly explained by the Theories of Reciprocity and Social Exchange (Aktar & Pangil, 2018). Scanlan and Still (2019) maintain from the Social Exchange Theory that employees' beliefs concerning the organisations' commitment in terms of support towards them contribute to the employees' commitment towards the organisation.

Philippaers, De Cuyper and Forrier (2019) support this finding by stating that organisational support creates an obligation for employees to support the organisation to attain its goals which shows their affective commitment. From a recent study conducted, Maertz et al. (2017) further affirm that the more the organisation supports the employees, the higher the organisational commitment which confirms that organisational support have a positive effect on organisational commitment. The author also pointed out that organisational support retained a strong independent direct effect on affective commitment. Employees tend to develop positive attitudes to show appreciation for the support by means of getting fully attached to the organisation.

In support, researchers such as Čulibrk, Delić, Mitrović and Čulibrk (2018) also indicate that perceived organisational support is significantly associated with affective organisational commitment. In conclusion, Haggalla and Jayatilake (2017), Berberoglu (2018) also report a strong positive relationship between the concepts in question. The support of the organisation that employees receive enhances a felt obligation to work hard in accomplishing the required tasks (Mendis & Weerakkody, 2017). Support makes individuals feel part of the organisation, thus increasing effort to benefit the organisation in terms of delivery and production keeping the organisation as competitive as they can. The success of the organisation lies in the hands of its employees because their performance determines the overall performance of the

organisation. In support, a study by Sarfraz et al. (2019) report a positive relationship between organisational support and performance. Berberoglu (2018) also states that organisational support has a positive impact on performance. The author further elaborates that employee performance will improve as the employment relationship improves.

The relationship between organisational support and employees' intention to quit has raised interest on many scholars with an attempt to resolve the rising problem of employees' intention to leave their jobs from time to time (Chung, Jung & Sohn, 2017). Turnover intention is defined by Jang and Kandampully (2018) as a significant decision that individuals battle with between continuing to work with a particular organisation or to leave the organisation. Haggalla and Jayatilake (2017) describe the concept as the process of separating individuals from the organisation. Amongst the researchers of the link between organisational support and the likelihood of turnover, is Maertz, Griffeth, Campbell & Allen (2017) who identify support from the organisation as a major predictor of employees' intentions to quit.

Researchers have made an effort to further identify factors within the organisational support strategies that influence turnover intentions. From their study, Maertz et al. (2017) discovered organisational support to be significantly negatively correlated with employees' intentions to leave the organisation. Similarly, recent studies Faugno (2017) as well as De Winne, Marescaux, Sels, Van Beveren and Vanormelingen (2019) also found that there is a significant negative association between organisational support and the likelihood of turnover.

Faugno (2017) emphasises that employees act in response to the actions of the organisation, which is to say if employees perceive the organisation as not being supportive, they will eventually draw themselves far from its concerns which will result in withdrawal. If the organisation is supportive, they will feel encouraged to stay in the organisation. Employees with high perceived organisational support do not likely look for alternative jobs in other companies while in the current employment. Several studies reported that the impact of perceived organisational support on employee turnover intentions were through affective commitment (Lee, Sohn, Kim, Kwon & Park,

2018). Literature in De Winne et al. (2019) suggests that for employers to retain their staff, they must show interest on and concern about employees because they will feel encouraged to remain with the organisation, as highlighted in the study that employees act in response to what they observe. Employers can show support in terms of motivation mechanisms such as rewards for effort recognition, engage in employee wellness programmes, provide training and development because employees are not only concerned about money but a healthy working and flexible environment that allows for growth (Islam, Ali & Ahmed, 2018). A good working environment is one that puts employees first as they are the core of its existence.

## **2.4. EMPIRICAL LITERATURE REVIEW**

The empirical review of the study discusses the relationship between organisational politics, organisational support and job satisfaction in an institution of higher education in relation to the objectives of the study.

### **2.4.1 Relationship between organisational politics and job satisfaction**

The two study variables have been studied extensively by many researchers to establish the existence of the relationship and assess the strength and the direction of the relationship thereof (Bayar & Öztürk, 2017; Hassan, Vina & Ithnin, 2017; Ugwu, Okafor, Onyishi, Casimir & Chinedu, 2018). Landells and Albrecht (2017) established that there is a relationship between organisational politics and job satisfaction. Durnali and Ayyildiz (2019) indicate that organisational politics have negative effect on job satisfaction. These authors explain that when an individual's wellbeing which is regarded as a valued resource by individuals in the organisation is threatened, it will lead to negative outcomes such as absenteeism, job strains, turnover intentions and poor work performance.

Hassan, Vina and Ithnin (2017) further highlight that the levels of employee job satisfaction decrease as the perception of organisational politics increases because of the manner in which employees perceive organisational politics and the implications thereof. In support, Julius, Ojiabo and Alagah (2017) further add that an increase in

levels of perceived organisational politics is associated with a decrease in job satisfaction. Meaning that organisations that are governed by political considerations are usually viewed as unfair, and when employees perceive them to be unfair, they will be unhappy. Furthermore, the stress that follows from working in a politically charged environment will add to employees' dissatisfaction with their job.

Bayar and Öztürk (2017) also established that politics perceptions were found to be negatively correlated with job satisfaction. These authors established that organisational politics can have a negative impact on lower-level employees while having a good impact on higher-level employees. In addition, Lartey, Tawiah and Osafo (2019) further emphasise that perceptions of organisational politics result in negative job attitudes of job satisfaction. Ugwu, Okafor, Onyishi, Casimir and Chinedu (2018) give a different perspective by outlining that politics within institutions can be both beneficial and detrimental to members of those institutions. The authors pointed out that positive outcomes of organisational politics can be career advancement, recognition and status, enhanced power and position, accomplishment of personal goals, getting the job done, and enhanced autonomy and success.

On the other hand, organisational politics can have harmful outcomes such as loss of strategic power and position credibility, bad feelings toward others, internal feelings of and discomfort, and many types of disturbed job performance all contribute to the overall performance of the organisation. Landells and Albrecht (2017) argue that when politics serves the institution' vision and objectives, develops teamwork and confidence, and is ethically well-balanced, is considered positive. Political behaviours occurs when a work environment is characterised by a high degree of uncertainty which is created when aim and certain standards for decision making are not present (Landells & Albrecht, 2017). As a result of this uncertainty, individuals of the organisation are free to engage in opportunistic behaviour and influence-related strategies. Even if an organisation has official rules and regulations in place, employees' impressions of the decision-making process can be political if the decision-making evaluation criteria are unclear (Cameron, 2019).

It was established in the model developed by Li, Liang and Farh (2018) that job satisfaction will suffer as a result of high levels of perceived organisational politics. Past research has supported an inverse link between job satisfaction and politics, with people who consider their organisation to be political reporting lower work satisfaction, and vice versa (Julius, Ojiabo & Alagah, 2017). Hochwarter et al. (2020) further state that employees who are dissatisfied with their jobs are those who see high levels of organisational politics. As highlighted that politics in organisations mostly affect employees in low level due to lack of political knowledge, skills, educational background, age, gender. Bayar and Öztürk (2017) determined the extent and antecedence of the effect. These authors established a strong correlation between low level employees and feedback, job autonomy, skill variety, and opportunity for promotion.

Furthermore, Carvajal and Popovici (2018) also established that in terms of demographic factors, age, gender or supervisory status also plays a major role. As a result, they concluded that organisational politics affect employee job satisfaction at lower level than the rest of the employees in an organisation. Julius, Ojiabo and Alagah (2017) state that it is difficult for the affected minority employees to be satisfied with their job in a work environment that has a strong exercise of political influence. However, these authors suggest that management can reduce the exercise of political behaviours in organisations by maintaining employees' satisfaction through managerial support which will generally prevent employees' dissatisfaction. It is understood that management's support means they value employees' contributions and care about their wellbeing, resulting in increased efforts to support the organisation in achieving its goals.

Therefore, in this study, the researcher maintains that organisational politics have both negative and positive impact on the overall employer-employee relationship; however negative side of politics is more dominant. Employees are focused on individualised goals and not that of the organisation, they are self-serving and work towards the accomplishment of those personal interests/goals.

## **2.4.2 Relationship between organisational support and job satisfaction**

Organisational support has appeared to be a dominant determinant of job satisfaction. Several studies correlated to the factors affecting job satisfaction have been conducted and found organisational support as the utmost significant variable that determines job satisfaction (Jehanzeb & Mohanty, 2018; Kumar, Jauhari, Rastogi & Sivakumar, 2018). These authors established that organisational support has an impact on the employment relationship which can either be between employees or the employees and their employers. The nature of this employment relationship is determined by the way employees perceive their organisation as being supporting or not thus resulting in the relationship being positive or negative (Oliveira, Cavazotte & Dunzer, 2017).

Good perceptions about the employment relations attracts good work ethics which includes, which includes, for example, promotions, positive feedback and rises Florea (2019). Researchers further outline that the relationship may also result in the following negative outcomes: behavioural changes (workplace attitudes), performance, job satisfaction, absenteeism, turnover intentions, job involvement or commitment. Specifically, research by Kurtessis et al. (2017) indicate that individuals who are happy with the support from the organisation are happy with their job. Most researches on the factors that influence job satisfaction have been undertaken and found organisational support to be the significant factor that predicts job satisfaction (Kumar et al., 2018).

Rai, Ghosh, Chauhan and Mehta (2017) further indicate that employees' perceptions about the organisational support determine how they are satisfied with their job. Which means that workers who feel supported by their employers are more content with their jobs, they become more comfortable with and in the work environment resulting in an increased level of performance, productivity, more clients, organisational attachment and commitment, decreased level of absenteeism and turnover intentions. Research conducted by Azis, Prasetyo, Utomowich (2019) examine the effects between organisational support and job satisfaction depicted that employees who perceive the organisation to be high in the level of support provided, will be significantly less likely



to leave the organisation. Findings from the study indicate a strong and positive effect of perceived organisational support on job satisfaction, and a strong but negative effect on intention to leave. Erol and Kunt (2018) conducted a study on university staff members about job satisfaction in institutions of higher education and found that employees occupying senior positions such as professors are more satisfied than the rest of the employees. However, the researchers further highlight that there is a high dissatisfaction with salary.

Günay (2017) also studied job satisfaction in an institution of higher education with Herzberg's two-factor theory and found that job satisfaction is positively affected by intrinsic factors and negatively affected by extrinsic factors which leads to job dissatisfaction. He further established that amongst other employees, academic staff members are more satisfied with lecturing students than they are with salary, fringe benefits and employment relations. According to Hayes (2018), the most satisfying employment aspects of the academic work environment are research needs and teaching elements. They also discovered that academic assistance and salary are the most dissatisfying components of the job for academics, which supports Herzberg's theory.

Research requirements and teaching dimensions are the most satisfying job attributes of academic work environment as investigated by Hayes (2018). They also observed that support and compensation aspects of academic environment are the most dissatisfying aspects of job among academics, which again support Herzberg's conception. In another study, Bevins (2018) found that hygiene elements are more associated to job satisfaction than employment motivator, contradicting Herzberg's conception that only motivator elements create a good attitude toward one's job.

Therefore, the study maintains that organisational support determines the future and success of the organisation resulting from employees' positive perceptions of the organisation. If perceived as supporting; employees commit themselves towards the achievement of the of the organisational objectives. Support of the organisation to its employees holds a key to its success

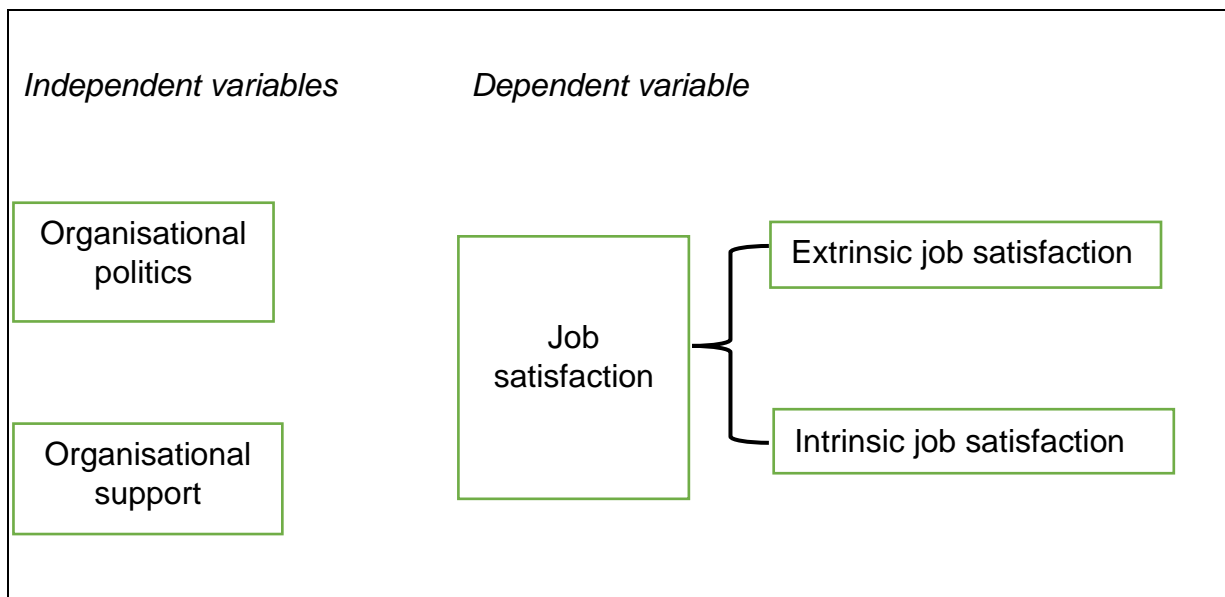
### **4.2.3. Relationship between organisational politics and organisational support**

Organisational support has an important impact in the relationship between politics and work-related outcomes in the workplace. To support this Victor and Hoole (2017), Lampaki and Papadakis (2018), Yosof, Zulkiffli, Padlee and Yusof (2018) established that organisational support creates positive outcomes that support performance, rewards, commitment, and job satisfaction. The authors further stated that politics have the potential to lead to lack of support in a way employee will deem the organisation as failing to keep up to their standard of providing a favourable conduct in a political environment. In other words, when politics reduces the level of organisational support, it results in negative outcomes. Organisational support has the potential to eliminate or minimise the acts of politics in the workplace creating a healthy working environment which results in increased positive outcomes such as performance, satisfaction.

Yosof, Zulkiffli, Padlee and Yusof (2018) further indicate that employees' value and cares about the organisation' support which determines the level of the employment relationship. Organisations can achieve this by providing support that is not only beneficial to the organisation concerned but favourable to all parties, such as opportunities for personal growth and development, opportunity for employees to work independently which shows the degree of trust between the employer and employee and provides the platform for flexibility in executing their duties. Employees want to be trusted in their job to prove their capability in exercising their abilities. Therefore, organisational support is an important element that strengthens the employment relationship and results in good outcomes.

## **2.5. STUDY FRAMEWORK**

The study framework is depicted below in terms of the relationships among the three variables. Organisational politics and organisational support are conceptualised as independent variables. Job satisfaction is a dependent variable characterised by both intrinsic and extrinsic factors.



*Figure 14.* The relationship between organisational politics, organisational support and job satisfaction (Bergeron & Thompson, 2020)

Ugwu, Okafor, Onyishi, Casimir and Chinedu (2018) established that the two variables (organisational politics and organisational support) are amongst many factors that influence employees' job satisfaction. Previous studies (AL-Abrow, 2018; Manning, 2018; Bergeron & Thompson, 2020) point out that organisational politics and organisational support in institutions of higher education has appeared to be the main cause and determinants of the levels of job satisfaction among academic and staff members of institutions. However, these studies shows that academic staff are more affected than the rest of the employees because they are the major contributing and leading influences responsible for the success, growth and goals achievement of the institution which is determined by producing satisfactory students' academic performance.

De Clercq and Belausteguigoitia (2017) assert that politics are everywhere. In organisations, politics can either be between employers or management, between employees, or employers and employees. Politics have the prospects to lead to lack of support perceived which results in a low degree of job satisfaction in that the employees will simply see that the organisation is not taking any reasonable measures with regard to providing favourable treatment in political environments.

The authors, however, indicate that organisational politics can be minimised or managed by means of organisational support. High level of organisational support can result in a low level or reduced level of organisational politics. An organisation that is characterised by politics due to low degree of organisational support tends to change the nature of employees' behaviour into a political behaviour (Writer, 2021). Perceptions of organisational politics in the workplace are evident of its negative outcomes on job satisfaction. Because of these unfavourable outcomes, employees tend to perceive the organisation to be unjust which makes them feel dissatisfied and bound to quit or adjust and remain dissatisfied. Which will also have a negative impact not only on the employer-employee relationship but work results including performance, commitment and involvement jeopardising students' performance, as reported in the latest study conducted by Zibenberg (2017).

Research undertaken by Yasmeen et al. (2019) also established that organisational support minimises politics because when there is a high degree of support, it becomes easy for workers adapt and work effectively in an environment characterised by politics. Yasmeen et al. (2019) maintain that where perceptions of politics and organisational support are simultaneously present, job satisfaction is at a favourable level. Muqadas, Rehman and Aslam (2017) affirm that majority of middle and lower-level employees are more affected by organisational politics than those in higher level because employees in high positions are politically active and as a result they are driven by power and status, personal interests and authority, all decisions are taken in their favour regardless of the impact it has on others. The level of qualification also plays a major role in a political environment because employees in possession of lower level of qualification and illiterate individuals have less knowledge about political schemes, and they are therefore easily manipulated.

De Clercq and Belausteguigoitia (2017) also state that trusting relationships between employers and employees and between colleagues are also affected by politics. Employees trust less on colleagues when their perceptions of organisational politics are high because they believe that politics does not help them. Sharafi and Seyedameri (2019) state that the impact of organisational support on the relationship between organisational politics and job satisfaction is stronger.

Therefore, the above discussion indicates that politics in institutions are an important factor that leads to a reduced degree of employees' job satisfaction. As a result, organisational support is believed to weaken or minimise the negative impact of organisational politics on job satisfaction. Therefore, there is an interdependence relationship between the three variables of interest.

## **2.6. CONCLUSION**

The chapter presented the review of literature on the correlation between organisational politics, organisational support and job satisfaction in institution of higher education. The overall findings in this chapter confirms that indeed there is a relationship between three variables under study and that levels of job satisfaction are determined by the levels of organisational politics and organisational support. This is to say that job satisfaction is dependent on organisational politics and organisational support. Consequently, there is an interdependent relationship between the above-mentioned variables. In the next chapter, the research approaches, research design, research methods and techniques that were used to collect, analyse and interpret data in chapter four will be discussed in full.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1. INTRODUCTION**

The previous chapter discussed the literature on the relationship between organisational politics, organisational support and job satisfaction. The chapter is focused on the rationale for methodology, research design and research approaches that were used to collect, assess, and interpret data.

#### **3.2. RESEARCH METHODOLOGY**

Abutabenjeh and Jaradat (2018) define research methodology as a common method the researcher follows when conducting research. McLeod (2019) support the above definition by stating that research methodology refers to the overall strategy taken throughout the research process, from theoretical foundations through data collecting and analytic methodologies. This definition asserts that research methodology facilitates the collection and analysis of data, design and approach the researcher has employed.

#### **3.3. RESEARCH DESIGN**

Abutabenjeh and Jaradat (2018) define research design as a way in which the study is visualised and carried out, as well as how the results are ultimately put together. Moreover, according to Creswell and Creswell (2018), research design is a model for carrying out research. The research design also includes a comprehensive strategy for conducting the research. Because of the nature of the study, the researcher employed quantitative research design to address the problem stated in chapter one. According to Aspers and Corte (2019), quantitative approach is concerned with systematic measurements, statistical analysis, and methods of experimentation. This means that in the quantitative approach there are systems that need to be followed in order to achieve accurate measurement. It is an inquiry that employees' operational

definitions to generate numerical data to answer the set questions of the study (Lo, Rey-Martí & Botella-Carrubic, 2020).

When data is presented in a form of numbers, it helps the researcher in summarising people's traits or measuring their attitudes or opinions. The relationships between variables are determined using this method because it is objective, fast, focused and the information acquired may be numerically measured with statistical methods, yielding clear and unambiguous results. The study is cross-sectional in nature because the primary data was collected through the use of survey.

### **3.3.1. Sampling**

According to Etikan and Bala (2017) sampling is the process of selecting a few from a bigger group to become the basis for estimating or predicting the prevalence of an unknown piece of information, situation or outcome. In support of this definition, Nayeem and Parveen (2017) attests that sampling is the process of selecting the aggregate or totality of the objects or individuals regarding which influence is to be made based in the study. A sample size used in this study is 160 employees, including academic and administrative staff.

The researcher chose convenience sampling method, rather than to survey the entire population. Convenience sample is a non-probability sample method which is described by Etikan and Bala (2017) as a sampling technique that involves selecting conveniently available subjects to participate in the study. Etikan and Bala (2017) further defined non-probability sampling as a selection practice in which selection is done from groups of people by non-random practices. In this study, the convenience method of non-probability sampling aimed and targeted at whoever is available to participate in the study was adopted because it allows the researcher to easily reach the target number of respondents quicker.

#### 3.3.1.1. Study area

The research was done at the University of Limpopo. The University is in the Limpopo Province, South Africa. It was founded in 1959 as the University of the North, nicknamed Turfloop after its location. The town that grew around the university was named Sovenga for the three ethnic groups of black students including Northern Sotho, Venda and Tsonga of the Limpopo Province. The university consist of four faculties, namely: The Health Sciences, Humanities, Science and Agriculture and Management and Law.

#### 3.3.1.2. Population

Population has been described by McLeod (2019) as an object of the study which may involve persons, parties, organisations, activities or the circumstances that are revealed or represented in the study. University of Limpopo consists of four faculties, namely: The Health Sciences, Humanities, Science and Agriculture and Management and Law. The total size of the population at the University of Limpopo at the time of this study as provided by the Office of Human Resources Information Systems of the University of Limpopo is 1366 (N=1366). The research population of the current study included all academic and administrative staff members in all four faculties as well as the library and the central administration of the University of Limpopo.

#### 3.3.1.3. Ethical issues related to sampling

Participants who were willing to participate formed part of the sample because convenience sampling method was used, all participants were illegible to form part pf the sample irrespective of their gender, age, race, position, etc. Before starting with the research, consent to carry out the research was requested from TREC. Ethical issues considered in relation to the participants are discussed below:



- Informed Consent

Respondents must know about the research, how participation will impact them and any other risk that may be associated with their participation in order for them to have the space to decide to continue to participate or decline (McLeod, 2019). The researcher informed the respondents about the purpose of the research, the length of the research and its benefit. The researcher also informed respondents of their rights.

- No harm to participants and others

Social research should never injure the people being studied, regardless of whether they volunteer for the study or not (McLeod, 2019). The researcher ensured that no harm befalls participants and others by being sensitive, careful and considering his limits in conducting the research.

- Respect for participants rights and dignity

McLeod (2019) states that all participants are human beings with legal and human rights, and no research project should infringe on these rights in any way when they are recruited. The researcher ensured that participants' human and legal rights were protected by ensuring that their humanity and dignity were always respected.

- Deceiving subjects

McLeod (2019) indicated it is useful, if not necessary, to identify yourself as a researcher to those you wish to study. The researcher did not deceive the respondents in anyway and my identity was revealed to the respondents.

### **3.3.2. Data collection**

Anastasia (2017) defines data collection as the process of gathering and measuring information on variables of interest in an established systematic fashion that enables

one to answer queries stated in the research questions, test hypotheses and evaluate outcomes.

#### 3.3.2.1. Data collection approach and method

Questionnaire as a data-gathering method was selected as a tool to gather information. Questionnaire is described as a data collection method used to collect and record information about a particular issue of interest (Roopa, 2018). For this study, structured questionnaire of only closed-ended questions was used to collect data and personally distributed by the researcher at the University of Limpopo. The questionnaire consisted of closed-ended questions, which were distributed into four sections. Section A comprised of 6 demographic items, Section B comprised of 20 Likert type job satisfaction items, Section C included 12 Likert type organisational politics items and Section D consisted of 9 Likert type organisational support items.

The researcher collected data assessing the strength and direction of the relationship among organisational politics and the overall level of job satisfaction as well components of job satisfaction (intrinsic and extrinsic factors). Data assessing the strength and direction of the relationship among organisational support and the overall level of job satisfaction as well components of job satisfaction (intrinsic and extrinsic factors) was collected. Furthermore, the researcher also collected data assessing the strengths and direction among organisational politics and organisational support.

#### 3.3.2.2. *Characteristics of the data collection instrument*

**Table 1***Layout of the Questionnaire*

<b>Section</b>		<b>Item</b>
A	Demographic profile of respondents	6
B	Job satisfaction	20
C	Organisational politics	12
D	Organisational support	9

- Demographic questionnaire

The first section of this instrument consisted of demographic details of respondents including as gender, age, division, job position, length of service, and job status to measure how they affect the overall job satisfaction of employees at the University of Limpopo.

- Job satisfaction questionnaire

The study employed a shortened version of the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss, Dawis, England and Lofquist (1967), to measure the overall level of job satisfaction among employees at the University of Limpopo and the intrinsic and extrinsic job satisfaction. This shorted version of the questionnaire consisted of 20 items measured on a 5-point Likert-type response scale. The 5-point Likert-type response formats were as follows; 1: Very Dissatisfied (VD), 2: Dissatisfied, 3: Neutral, 4: Satisfied, 5: Very Satisfied. Weiss et al. (1967) found the scale to have a Cronbach Alpha coefficient of 0.90.

Items 1,2,3,4,7,8,9,10,11,15,16 and 20 of the scale measured intrinsic job satisfaction with Cronbach Alpha ranging from 0.84-0.91 while items 5,6,12,13,14,17,18 & 19 measured extrinsic job satisfaction with Cronbach Alpha ranging from 0.77- 0,82 (Weiss et al., 1967). The Minnesota Satisfaction Questionnaire has been used by several researchers and the reliability of the scale was satisfactory, for example, Niwlikar (2020) found that the scale and its factors presented high levels of reliability with Cronbach alphas of 0.88 for the MSQ global scale, 0.87 for the intrinsic satisfaction factor and 0.77 for the extrinsic satisfaction factor. Platis and Zoulias (2017) also established that the scale reliability estimated through Cronbach alphas presented good results with 0.91 global scale, 0.88 extrinsic satisfaction and 0.86 intrinsic satisfaction.

- Organisational politics questionnaire

The organisational politics was measured using Kacmar and Ferris' (1997) Perception of Politics Scale (POP). The scale consisted of three dimensions of perceived organisational politics, namely: general political behaviour containing six items, go along to get ahead with four items, and pay and promotion policies with two items. For this instrument, options range from 1 to 7 and the answer key is as follows; 1: Strongly Disagree (SD), 2: Slightly Disagree (SD), 3: Disagree (D), 4: Neutral (N), 5: Agree (A), 6: Slightly Agree (SA) and 7: Strongly Agree (SA). The authors affirmed that the scale has been used by several researchers who found the scale reliability satisfactory with a Cronbach Alpha of 0.89.

- Organisational support questionnaire

Organisational support was measured using the shortened version (9-item) of the 17-item Perceived Organisational Support Scale (POS) created by Eisenberger, Huntington, Hutchison and Sowa (1986). Answer key is as follows; 1: Strongly Disagree (SD), 2: Slightly Disagree (SD), 3: Disagree (D), 4: Neutral (N), 5: Agree (A), 6: Slightly Agree SA, 7: Strongly Agree (SA). Cronbach Alpha was employed to test the related factors of reliability in order to determine the scale's internal consistency and results reported 0.93 for each factor of organisational support of which according

to Ullah (2018) is regarded as satisfactory / excellent. The researcher further indicated that the reliability coefficient (Alpha) of a scale which is above 0.70 is acceptable.

### 3.3.2.3. Data collection process

In this study, questionnaires were personally distributed to participants by the researcher. The purpose of the questionnaires was to ensure consistency in data collection. The researcher distributed questionnaires in order to save time and reach larger population within a very short time. The participants were given a period of two weeks to respond to the questionnaire. This method of data collection was adopted in order to save cost and ensure validity and reliability.

### 3.3.2.4. Ethical consideration related to data collection

Haines (2017) defines ethics as meaning in line with accepted ethical principles, particularly those of a particular group. The author indicates that ethics are set of moral principles that are suggested by an individual or group are subsequently widely accepted and behavioural expectations above the most correct conduct towards experimental subject and respondents, employers, sponsors, expert researchers, assistance and student. Below are factors of ethical consideration that the researcher took into cognisance.

- No harm and safety

Haines (2017) indicate that no harm and safety of participants is important in research and allows the chances of the respondents to feel free and secured. The researcher ensured that no harm befalls the participants by ensuring that the study is conducted in a safe place. Their psychological well-being will also be taken into account by not violating their rights and dignity.

- Anonymity and confidentiality

Haines (2017) states that it is significant for the researcher to ensure that anonymity and confidentiality is always embraced and that the participants should know that they will be kept anonymous, and their responses will remain confidential. The researcher ensured that the participants' responses remain confidential and not discussed with anyone unless it shared with the researcher supervisor. Necessary steps were taken to ensure that their names remain anonymous particularly their responses as only group responses were reported.

### **3.3.3. Data analysis methods**

Siddaway, Wood and Hedges (2017) define data analysis method as a systematic approach to research during which numerical data is collected and/or the researcher transforms what is collected into numerical data. In this study, the Statistical Package for Social Sciences (SPSS), Version 25.0 was used to analyse data. Descriptive statistics have been used to compute frequencies, percentages, means, and standard deviations. Pearson Product Moment correlations were employed to find out if there are relationships among the three identified variables (organisational politics, organisational support and job satisfaction), and the relationships among organisational support, organisational politics and the intrinsic and extrinsic factors of job satisfaction.

## **3.4. RELIABILITY AND VALIDITY OF THE STUDY**

According to Heale and Twycross (2017) reliability refers to the consistency with which a test yields the same results for a respondent following repeated administrations. Similar definition was provided by Trochim (2020), who defined reliability as the consistency with which a measuring instrument yields a certain result when the entity being measured has not changed. According to Creswell and Creswell (2018), reliability is defined as a research tool's capacity to deliver consistent results on multiple occasions.

On the other hand, validity is an important aspect of research design that includes methods for identifying and eliminating alternate interpretations, such as validity risks (Trochim, 2020). This is supported by Heale and Twycross (2017) that validity is concerned with whether measurements actually measure what they are supposed to measure rather than measuring something else. While Creswell and Creswell (2018) maintain that validity is the foundation of indication to establish that the test interpretation matches its proposed use. Van de Ven and Marshall (2017) also mention that in order to answer the study questions, data collecting instrument should be set up in a manner that it gathers information as precisely as possible.

Previously developed and endorsed standardised tools were employed to gather information. The instruments were reported to be both valid and reliable. The reliabilities of the instruments used in this study were computed and the Cronbach Alpha Coefficient for each instrument is presented. To measure the overall level of job satisfaction among employees at the University of Limpopo and the intrinsic and extrinsic job satisfaction, the shortened version of the Minnesota Satisfaction Questionnaire (MSQ) instrument was employed.

This shorted version of the questionnaire consisted of 20 items measured which found a Cronbach Alpha coefficient of 0.90 for the overall job satisfaction with intrinsic job satisfaction Cronbach Alpha ranging from 0.84-0.91 while extrinsic job satisfaction measured Cronbach Alpha ranging from 0.77- 0,82. The organisational politics was measured using Perception of Politics Scale (POP). The scale found reliability with a Cronbach Alpha of 0.89. On the other hand, organisational support was measured using the shortened version (9-item) of the 17-item Perceived Organisational Support Scale (POS) which found the Cronbach Alpha of 0.93 reliability.

### **3.5. CONCLUSION**

In this chapter, the research philosophies, methods and research techniques were described and analysed to show their relevance to the study. The choice of research designs and their applicability to the area of study were discussed in full. Research instruments, ethical considerations, validity and reliability were discussed. From the

above information, it is clear that there is no single research approach and method that can be used for investigating the research problem. All the research approaches and methods were relevant as long as they were used appropriately. The approaches and methodology that have been discussed in this chapter were employed to collect, analyse and interpret the results in chapter four.



## **CHAPTER 4**

### **PRESENTATION OF FINDINGS**

#### **4.1. INTRODUCTION**

The findings of the study are presented, analysed, and interpreted in this chapter. The researcher analysed data by going through the manuscript of the questionnaires in order to obtain an understanding of the responses from the participants using the multiple systems of data analysis. The aim of this study was to investigate the relationship between organisational politics, organisational support and job satisfaction. The study took the form of a quantitative research design, and questionnaires were used to collect data from the targeted respondents.

The chapter specifies the exact procedures for analysing data and computer programs used in terms of data presentation. It also gives an overview of the means, standard deviation, testing of hypotheses, paired sample tests, and description of the Pearson Product moment correlations to examine the correlations thereof, presented in Excel data set (tables and figures). One hundred and sixty (160) questionnaires were dispersed to all academic and administrative staff members of the University. One hundred and forty-eight (148) questionnaires were returned. The key findings will be presented in the following section, which will include tables and figures.

#### **4.2. DISTRIBUTION OF DEMOGRAPHIC STATISTICS**

This part focuses on the demographic information of the respondents. To illustrate demographic statistics, the researcher used figures and various tables. Gender, age, division, position, tenure, and job status are all factors of the demographic data.

##### **4.2.1. Gender distribution of the respondents**

Gender distribution of the respondents is depicted in Table 2. The table depicts the number of male respondents presented by 67 (45.3 %) compared to 81 (54.7%) respondents that are female. From the information gathered, female staff members

dominate the University in all faculties. This could be interpreted as the university is recognising women as well in positions that were mainly occupied by men previously, depicted by the higher response rate from the female employees.

**Table 2**

*Distribution of Gender*

Gender	Frequency (f)	Percent (%)
Male	67	45.3
Female	81	54.7
<b>Total</b>	<b>148</b>	<b>100</b>

#### 4.2.2. Age distribution of the respondents

Table 3 below presents the age distribution of the respondents. The results show that most of the respondents 54 (36.5%) were aged between 25 and 45 years old, followed by 42 (28.4%) between the age of 45 and 50 years, 40 (27.0%) aged between 50 years and above, and lastly 12 (8.1%) between the age of 21 years and under.

**Table 3**

*Distribution of Age*

Age	Frequency (f)	Percent (%)
21 years old and under	12	8.1
25-45 years old	54	36.5
45-50 years old	42	28.4
50 years and above	40	27.0
<b>Total</b>	<b>148</b>	<b>100</b>

#### 4.2.3. Division and Position distribution of the respondents

The division and position distribution are depicted in Table 4. The results indicate a considerable number of respondents 86 (58.1%) who are working in administration

division as administrative staff, followed by 40 (27.0%) academic staff in academic division, 15 (10.1%) librarians working in the library, and lastly 7 (4.7%) other staff members such as lab assistants. It is evident from the table that most participants were administrative staff members of the university, which could be attributed that administrative members are always conveniently available as their work does not require movements from time to time. Which also means the university staff is dominated by administration employees due that institutions require too much admin work.

**Table 4**

*Distribution of Division and Position*

<b>Division and Position</b>	<b>Frequency (f)</b>	<b>Percent (%)</b>
Academic	40	27.0
Library	15	10.1
Administration	86	58.1
Other	7	4.7
<b>Total</b>	<b>148</b>	<b>100</b>

#### **4.2.4. Tenure distribution of the respondents**

Table 5 presents the distribution of tenure. The table shows that 53 (35.8%) of the respondents have been working at the institution for a period of more than 5 years, 43 (29.1%) of the respondents have been at the institution for a period of 3 to 5 years, followed by 29 (19.6%) respondents who worked for a period of 1 to 3 years, 15 (10.1%) respondent worked for a period of 6 months to 1 year, and the remainder of 8 (5.4%) respondents worked at the institution for a period of less than 6 months. The results could be attributed as most staff are in a longer duration position.

**Table 5***Distribution of Tenure*

Tenure	Frequency (f)	Percent (%)
Less than 6 months	8	5.4
6 months-1 year	15	10.1
1-3 years	29	19.6
3-5 Years	43	29.1
More than 5 years	53	35.8
<b>Total</b>	<b>148</b>	<b>100</b>

**4.2.5. Job status distribution of the respondents**

The job status distribution is depicted in Table 6. From the table, it is evident that most of the participants 85 (57.4%) were temporary staff members and 63 (42.6%) permanent employees. Based on the results resented, it could be attributed that most the university staff members are hired on a temporary contract basis.

**Table 6***Distribution of Job Status*

Job status	Frequency (f)	Percent (%)
Permanent	63	42.6
Temporary	85	57.4
<b>Total</b>	<b>148</b>	<b>100</b>

**4.3. RELIABILITY OF THE VARIABLES**

Cronbach's Alpha coefficients were used to assess the reliability of organisational politics, organisational support and job satisfaction subscales. According to Taber (2018), internal consistency is measured using Cronbach Alpha. Internal consistency is known as an estimate of test score reliability because it generally increases as the intercorrelations among test items increase. McNeish (2017) indicates that reliabilities

below 0.60 are considered poor, those between 0.60 and 0.70 are deemed acceptable, and those above 0.70 are recognised as good.

Table 7 below shows that the Cronbach Alpha rates for organisational politics and organisational support, as well as job satisfaction are good. Table 8 depicts the Cronbach Alpha of all 3 variables under study. The table indicate that the Cronbach Alpha value for organisational politics is 0.682 which is acceptable. Organisational support reported Cronbach Alpha of 0.756 which is good. Job satisfaction also reported Cronbach Alpha of 0.758 which is good.

**Table 7**

*Reliability coefficients of the study variables*

Scale	Number of items	Cronbach alpha	Level of reliability
Organisational politics	12	.682	Acceptable
Organisational support	9	.756	Good
Job satisfaction	20	.758	Good

#### **4.4. RESPONDENTS RATE OF RESPONSES**

##### **4.4.1. Respondents level of job satisfaction**

Table 8 presents the level job satisfaction employees derive from the intrinsic factors of the job. The results show that 52.7% (21.6% + 31.1%) of the respondents are satisfied with how they are able to keep busy all the time. 85.1% (52% + 33.1%) of the respondents are satisfied with the chance they get from the institution to work on the job alone. Respondents strongly agree with a considerable rate of 87.1% (32.4% + 54.7%) that from time to time, employees are able to do things differently as they embark on their daily duties. 74.3% (48% + 26.3%) of the respondents are highly satisfied with the fact that their jobs/institution allows them an opportunity to be

somebody in the community as they render their services in the institution. With a rate of 100% (10.8% + 89.2%), all the respondents indicated that they are able to do things that do not go against their conscience. Respondents who are on permanent job employment reported satisfaction with a notable rate of 42.6% (26.4% + 16.2%) on the job steadiness which denotes a high rate of dissatisfaction from the temporary staff members. 55.1% (20% +35.1%) of the respondents reported that they are satisfied with helping other people. 80.2% (43%+ 37.2%) is satisfied with the chance the job allows them to tell people what to do.

A high rate of 90% (21% + 69%) of the respondents are satisfied with their jobs. They have indicated that the job they do fulfil the use of their abilities. A very low considerable rate of satisfaction was reported with 11.4% (7.4% + 4%) on the freedom to apply their own judgment when rendering the services. Respondents agree with 73.5% (53.3% + 20.2%) that they are happy with the chance their jobs allow them to try new methods of doing the job. 85.1 (58.1% + 27%) of the respondents indicated that they are satisfied with the feeling of accomplishment they get from the job.

**Table 8***Intrinsic items of job satisfaction*

<b>Statement</b>		<b>Number of respondents</b>	<b>Percentage (%)</b>
Being able to keep busy all the time.	Very Dissatisfied	22	14.9%
	Dissatisfied	30	20.3%
	Neutral	18	12.2%
	Satisfied	32	21.6%
	Very Satisfied	46	31.1%
The chance to work alone on the job.	Very Dissatisfied	4	2.7%
	Dissatisfied	12	8.1%
	Neutral	6	4%
	Satisfied	77	52%
	Very Satisfied	49	33.1%
The chance to do different things from time to time.	Very Dissatisfied	2	1.3%
	Dissatisfied	7	4.7%
	Neutral	10	6.8%
	Satisfied	48	32.4%
	Very Satisfied	81	54.7%
The chance to be somebody in the community.	Very Dissatisfied	3	2%
	Dissatisfied	8	5.4%
	Neutral	27	18.2%
	Satisfied	71	48%
	Very Satisfied	39	26.3%
Being able to do things that don't go against my conscience.	Very Dissatisfied	0	0%
	Dissatisfied	0	0%
	Neutral	7	5%
	Satisfied	16	10.8%
	Very Satisfied	125	84.2%
The way my job provides for steady employment.	Very Dissatisfied	48	32.4%
	Dissatisfied	37	25%
	Neutral	0	0%
	Satisfied	39	26.4%
	Very Satisfied	24	16.2%
The chance to do things for other people.	Very Dissatisfied	12	8.1%
	Dissatisfied	18	12.2%

	Neutral	37	25%
	Satisfied	29	20%
	Very Satisfied	52	35.1%
The chance to tell people what to do.	Very Dissatisfied	4	2.7%
	Dissatisfied	9	6.1%
	Neutral	17	11.4%
	Satisfied	63	43%
	Very Satisfied	55	37.2%
The chance to do something that makes use of my abilities.	Very Dissatisfied	3	2%
	Dissatisfied	12	8.1%
	Neutral	0	0%
	Satisfied	31	21%
	Very Satisfied	102	69%
The freedom to use my own judgment.	Very Dissatisfied	47	31.8%
	Dissatisfied	69	47%
	Neutral	15	10.1%
	Satisfied	11	7.4%
	Very Satisfied	6	4%
The chance to try my own methods of doing the job.	Very Dissatisfied	3	2%
	Dissatisfied	10	7%
	Neutral	26	17.6%
	Satisfied	79	53.3%
	Very Satisfied	30	20.2%
The feeling of accomplishment I get from the job.	Very Dissatisfied	5	3.3%
	Dissatisfied	9	6.1%
	Neutral	8	5.4
	Satisfied	86	58.1%
	Very Satisfied	40	27%

Table 9 presents the level job satisfaction employees derive from the extrinsic factors of the job. The table depicts a low rate of satisfaction with 31.7% (18.2% + 13.5%) on the supervisor's competence in making decisions. A notable low rate of satisfaction was reported by 17.8 % (12.8% + 5%) on how their bosses treats them. A low rate of 20.8% (11.4% + 9.4%) was reported of the employees' satisfaction on the way the institution policies are put into practice. The pay and the amount of work staff members do was reported with a very low considerable rate of satisfaction of 5.3% (4% + 1.3%).



7.4% (4% + 3.4%) of the respondents indicated a low level of satisfaction with the opportunities of advancement on their job. 70.6% (42.6% + 28%) of the respondents are satisfied with the working conditions. A low rate of satisfaction, 10.4% (7.4% + 3%) was reported on how co-workers get along with each other. Lastly, respondents indicated a low level of satisfaction with 9.4% (5.4% + 4%) on the appreciation they receive for a job well done. The overall results of the respondents on job satisfaction indicate that employees are highly satisfied with the intrinsic factors of the job. They derive the satisfaction from the elements of the job which they can control.

**Table 9**

*Extrinsic items of job satisfaction*

<b>Statement</b>		<b>Number of respondents</b>	<b>Percentage (%)</b>
The competence of my supervisor in making decisions.	Very Dissatisfied	29	19.6%
	Dissatisfied	40	27%
	Neutral	32	22%
	Satisfied	27	18.2%
	Very Satisfied	20	13.5%
The way my boss handles his/her workers.	Very Dissatisfied	63	42.6
	Dissatisfied	38	25.7%
	Neutral	21	14.2%
	Satisfied	19	12.8%
	Very Satisfied	7	5%
The way the Institution policies are put into practice.	Very Dissatisfied	35	23.6%
	Dissatisfied	60	40.5%
	Neutral	22	15%
	Satisfied	17	11.4%
	Very Satisfied	14	9.4%
My pay and the amount of work I do.	Very Dissatisfied	97	66%
	Dissatisfied	43	29%
	Neutral	0	0%
	Satisfied	6	4%
	Very Satisfied	2	1.3%
	Very Dissatisfied	31	21%

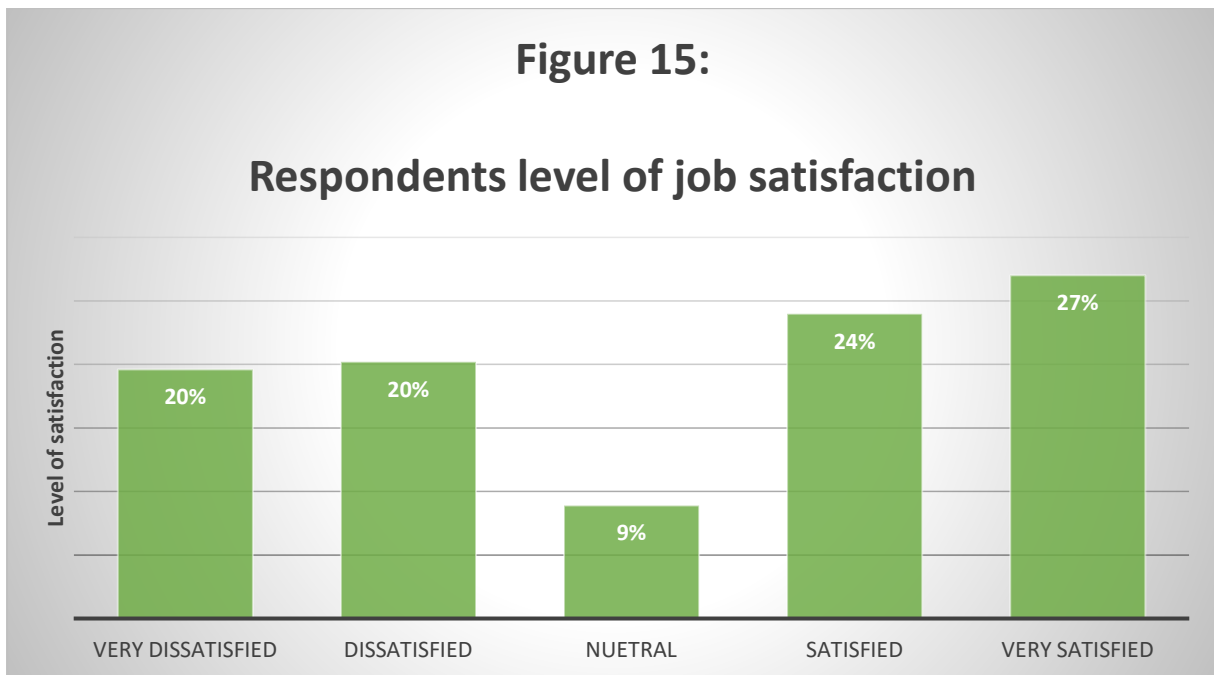
The chances for advancement on this job.	Dissatisfied	106	72%
	Neutral	0	0%
	Satisfied	6	4%
	Very Satisfied	5	3.4%
The working conditions.	Very Dissatisfied	14	9.5%
	Dissatisfied	28	19%
	Neutral	2	1.3%
	Satisfied	63	42.6%
	Very Satisfied	41	28%
The way my co-workers get along with each other.	Very Dissatisfied	84	57%
	Dissatisfied	36	24.3%
	Neutral	13	9%
	Satisfied	11	7.4%
	Very Satisfied	4	3%
The praise I get for doing a good job.	Very Dissatisfied	78	53%
	Dissatisfied	46	31%
	Neutral	10	7%
	Satisfied	8	5.4%
	Very Satisfied	6	4%

Table 10 and figure 15 below depicts the overall level of respondents' satisfaction. Results show that most of the respondents reported a high level of job satisfaction. (n=29) 20% of the respondents reported very dissatisfied, followed by respondents, (n=13) 9% reported neutral, (n=36) 24% reported satisfaction and (n=40) 27% very satisfied. Therefore, overall satisfaction reported a high percentage of (n=76) 51% and a low level of dissatisfaction with (n=59) 40%.

**Table 10**

*Overall level of job satisfaction*

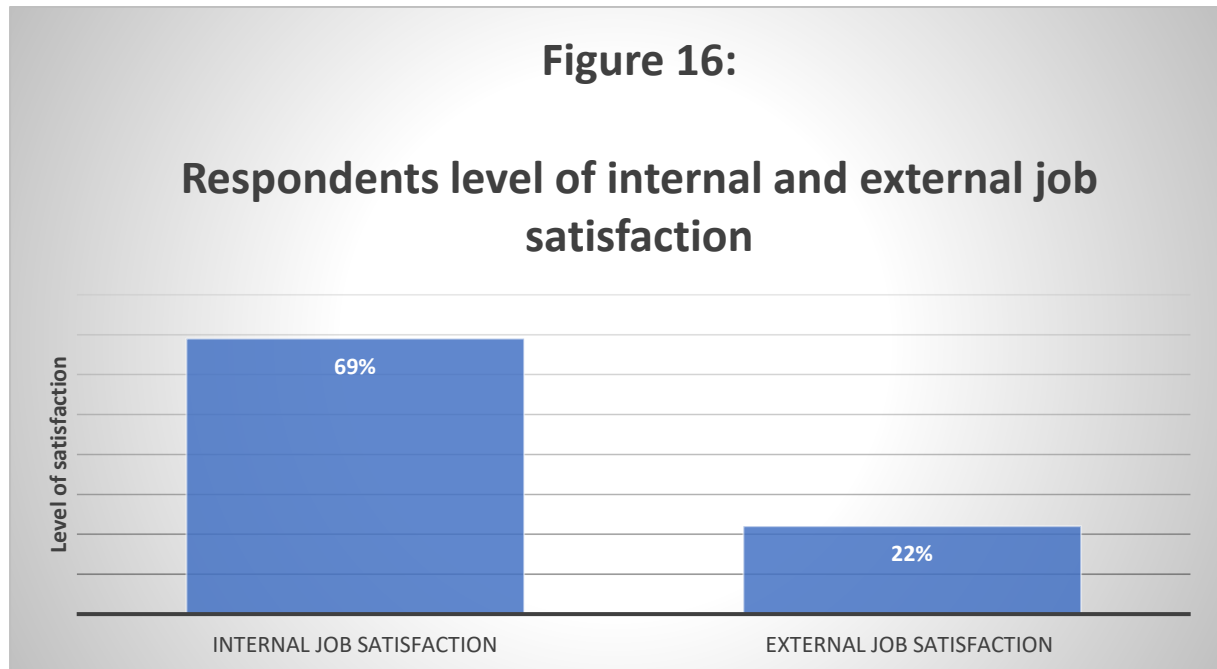
Level of job satisfaction	Number	Percentage
Very Dissatisfied	29	19.6%
Dissatisfied	30	20.2%
Neutral	13	8.9%
Satisfied	36	24.3%
Very Satisfied	40	27%
	148	100%



**4.4.2. Respondents level of Internal and external job satisfaction**

Figure 16 depicts that employees derive satisfaction from the internal factors of the job. (n=102) 69% of the respondents reported satisfaction with factors of the job such as, the feeling of achievement from the job, the opportunity to be a part of the community, to be able to accomplish things that don't go against their morals, to

accomplish something that makes use of their skills. A small number of respondents (n=32) 22% reported satisfaction with external factors such as, salary, the quality of supervision, relationships between co-workers, lack of policies enforcement.



#### 4.4.3. Respondents level of organisational politics

Table 11 shows the level of respondents about organisational politics. (n=17) 11% of the respondents strongly disagreed that politics exists in the institution, (n=10) 7% of the respondents slightly disagreed, followed by (n=22) 15% who disagreed and (n=23) 16% who are not sure if politics exist in the institution, which can also be interpreted as being reluctant to disclose information because of fear of incriminating themselves. (n=32) 22% reported that they agree which means they have seen and experienced the activities of politics taking place in the institution. (n=13) 9% slightly agreed and (n=31) 21 % strongly attested the existence of organisational politics.

The overall level of organisational politics reported a rate of (n=76) 52% of respondents attesting that politics exists in the institution, (n=49) 33% respondents disagreed to the existence of politics in the institution, and (n=22) 15% neither agrees or disagrees to have observed or experienced the acts of politics in the institution.

**Table 11***Respondents level of organisational politics*

<b>Statement</b>	<b>Strongly Disagree (SD)</b>	<b>Slightly Disagree (SD)</b>	<b>Disagree (D)</b>	<b>Neutral (N)</b>	<b>Agree (A)</b>	<b>Slightly Agree (SA)</b>	<b>Strongly Agree (SA)</b>
Favouritism, rather than merit, determines who gets ahead in this university.	21 (14.1%)	5 (3.3%)	14 (9.4%)	11 (7.4%)	39 (26.3%)	17 (11.4%)	41 (27.7%)
There is no place for yes-men in this university: Good ideas are desired, even when it means disagreeing with superiors.	39 (26.3%)	10 (6.8%)	48 (32.4%)	2 (1.3%)	27 (18.2%)	14 (9.4%)	8 (5.4%)
Faculty members are encouraged to speak out frankly, even when they are critical of well-established ideas.	32 (21.6%)	5 (3.3%)	54 (36.4%)	7 (4.7%)	21 (14.1%)	19 (12.8%)	10 (6.8%)
There has always been an influential group of faculty members in this university that no one ever crosses.	0 (0%)	9 (6%)	6 (4%)	5 (3.3%)	49 (33.1%)	7 (4.7%)	72 (48.6%)
Faculty members here usually do not speak up for fear of retaliation by others.	2 (1.3%)	6 (4%)	7 (4.7%)	2 (1.3%)	51 (34.4%)	11 (7.4%)	69 (46.6%)
Rewards come only to those faculty members who work hard in this university.	47 (31.8%)	19 (12.8%)	30 (20.2%)	3 (2%)	17 (11.4%)	21 (14%)	11 (7.4%)
Promotions in this university generally go to top performers.	30 (20.2%)	27 (18.2%)	34 (23%)	2 (1.3%)	21 (14%)	19 (12.8%)	15 (10.1%)

Faculty members in this organisation attempt to build themselves up by tearing others down.	3 (2%)	9 (6%)	10 (6.8%)	0 (0%)	50 (33.8%)	6 (4%)	70 (47.2%)
I have seen changes made in policies of this university that only serve the purposes of a few faculty members, not the faculty or the university.	27 (18.2%)	22 (14.9%)	40 (27%)	29 (19.6%)	10 (6.8%)	16 (10.8%)	4 (2.7%)
There is a group of faculty members in this university who always get things their way because no one wants to challenge them.	2 (1.3%)	11 (7.4%)	10 (6.8%)	4 (2.7%)	57 (38.5%)	10 (6.8%)	54 (36.4%)
I can't remember when a person received a pay increase or a promotion that was inconsistent with the university's published policies.	0 (0%)	5 (3.3%)	0 (0%)	110 (74.3%)	17 (11.4%)	10 (6.8%)	6 (4%)
Since I have worked in this university, I have never seen the pay and promotion policies applied politically.	1 (0.7%)	2 (1.3%)	1 (0.7%)	109 (73.6%)	19 (12.8%)	5 (3.3%)	11 (7.4%)

#### 4.4.4. Respondents level of organisational support

Table 12 depicts the level of respondents about organisational support. (n=30) 20% of the respondents strongly disagree that the organisation supports them, (n=13) 9% of the respondents slightly disagree, followed by (n=30) 20% who disagree and (n=9)

6.3% of the respondents are not sure whether the institution cares about them or not. (n=29) 20% reported that they agree and have seen the institution's effort to support them where possible. (n=15) 10% slightly agree and (n=22) 15% strongly attested that the institution cares about them and offers the necessary resources to support them. Therefore, the overall level of organisational support reported a moderate rate of (n=66) 44.6%. (n=73) 49.3% respondents disagreed that the institution supports its staff members, and (n=9) 6.3% neither agrees or disagrees to have observed or experienced the acts of support from the institution.

**Table 12**

*Respondents level of organisational support*

<b>Statement</b>	<b>Strongly Disagree (SD)</b>	<b>Slightly Disagree (SD)</b>	<b>Disagree (D)</b>	<b>Neutral (N)</b>	<b>Agree (A)</b>	<b>Slightly Agree (SA)</b>	<b>Strongly Agree (SA)</b>
The organisation strongly considers my goals and values.	38 (25.7%)	10 (6.8%)	40 (27%)	2 (1.3%)	23 (15.5%)	25 (16.9%)	10 (6.8%)
Help is available from the organisation when I have a problem.	60 (40.5%)	13 (8.8%)	38 (25.7%)	6 (4%)	15 (10%)	10 (6.8%)	6 (4%)
The organisation really cares about my wellbeing.	11 (7.4%)	14 (9.4%)	19 (12.8%)	0 (0%)	59 (39.9%)	17 (11.4%)	28 (18.9%)
The organisation is willing to extend itself in order to help me perform my job to the best of my ability.	6 (4%)	6 (4%)	7 (4.7%)	4 (2.7%)	52 (35.1%)	26 (17.6%)	47 (31.8%)
Even if I did the best job possible, the organisation would fail to notice.	38 (25.7%)	8 (5.4%)	22 (14.9%)	15 (10%)	40 (27%)	5 (3.3%)	20 (13.5%)
The organisation cares about my general	36 (24.3%)	19 (12.8%)	61 (41.2%)	0 (0%)	15 (10%)	7 (4.7%)	10 (6.8%)

satisfaction at work.							
The organisation shows very little concern for me.	30 (20.2%)	5 (3.3%)	32 (21.6%)	2 (1.3%)	20 (13.5%)	8 (5.4%)	51 (34.4%)
The organisation cares about my opinions.	38 (25.7%)	19 (12.8%)	29 (19.6%)	6 (4%)	20 (13.5%)	15 (10%)	21 (14%)
The organisation takes pride in my accomplishments at work.	14 (9.4%)	24 (16.2%)	20 (13.5%)	50 (33.8%)	10 (6.8%)	25 (16.9%)	5 (3.3%)

#### 4.5. CORRELATIONS FOR THE VARIABLES OF THE STUDY

The Pearson-product correlation analysis was conducted in this study to determine the relationship between organisational politics, organisational support and job satisfaction. Correlations between the study variables, research hypothesis formulated are tested. Is there a relationship among organisational politics, organisational support and job satisfaction, is the key research question of the study: To answer the above question, hypotheses were formulated.

According to Schober, Boer and Schwarte (2018), Pearson product-moment correlation coefficient, abbreviated as “r” is a tool that is used to statistically measure linear correlation between two variables. Moreover, Schober et al. (2018) stated that  $r = 0.1$  to  $0.3$  indicate a weak positive relationship, whereas  $r = 0.3$  to  $0.5$  indicate a moderate positive relationship and  $r = 0.5$  to  $1.0$  indicate a strong positive relationship. Furthermore, Schober et al. (2018) stated that  $r = -0.1$  to  $-0.3$  indicate a weak negative relationship, whereas  $r = -0.3$  to  $-0.5$  indicate a moderate negative relationship and  $r = -0.5$  to  $-1.0$  indicate a strong negative relationship.

McLeod (2019) defines a p-value as a tool that helps to assess the significance of research findings in comparison to the null hypothesis. McLeod (2019) further states that a statistically significant p-value of less than  $0.05$  indicates strong evidence against the null hypothesis. Moreover, the author states that a p-value greater than  $0.05$  is not statistically significant and indicates strong evidence for the null hypothesis.



#### 4.5.1. Correlation between organisational politics and overall job satisfaction

Table 13 depicts the relationship between organisational politics and overall job satisfaction. The results show that  $r = -0.145$  and  $p\text{-value} = 0.039$ , which means there is a statistically significant but weak negative relationship between organisational politics and the overall level of job satisfaction, given that the  $p < 0.05$ . This finding indicates that an increase in negative perception of organisational politics is associated with a decrease in the level of job satisfaction. Therefore, the hypothesis is accepted.

**Table 13**

*Correlation between organisational politics and overall job satisfaction*

		Organisational politics	Overall job satisfaction
Organisational politics	Pearson Correlation	1	-.145
	Sig. (1-tailed)		.039
	N	148	148
Overall job satisfaction	Pearson Correlation	-.145	1
	Sig. (1-tailed)	.039	
	N	148	148

*H1: There is a significant negative relationship between organisational politics and the overall level of job satisfaction.*

#### 4.5.2. Correlation between organisational support and overall job satisfaction

The relationship between organisational support and overall job satisfaction is presented in table 14. The results show that  $r = 0.214$  and  $p\text{-value} = 0.005$ , which indicates a statistically significant but weak positive relationship between

organisational support and total job satisfaction, given that  $p < 0.05$ . Therefore, hypothesis is accepted.

**Table 14**

*Correlation between organisational support and overall job satisfaction*

		Organisational support	Overall job satisfaction
Organisational support	Pearson Correlation	1	.214
	Sig. (1-tailed)		.005
	N	148	148
Overall job satisfaction	Pearson Correlation	.214	1
	Sig. (1-tailed)	.005	
	N	148	148

*H2: There is a significant positive relationship between organisational support and the overall level of job satisfaction.*

#### **4.5.3. Correlation between organisational politics and organisational support**

Table 15 presents the results of the correlation between organisational politics and organisational support. The results show that  $r = -0.203$  and  $p\text{-value} = 0.002$ , which indicates a statistically significant but weak negative relationship between organisational politics and organisational support, given that  $p\text{-value}$  is very small ( $P < 0.05$ ). Therefore, hypothesis is accepted.

**Table 15***Correlation between organisational politics and organisational support*

		Organisational politics	Organisational support
Organisational politics	Pearson Correlation	1	-.203
	Sig. (1-tailed)		.002
	N	148	148
Organisational support	Pearson Correlation	-.203	1
	Sig. (1-tailed)	.002	
	N	148	148

*H3: There is a significant negative relationship between organisational politics and organisational support.*

#### **4.5.4. Correlation between organisational politics and intrinsic job satisfaction**

Table 16 illustrates the correlation between organisational politics and intrinsic job satisfaction. The results show that  $r = -0.39$  and  $p\text{-value} = 0.320$ , which indicates a negative relationship but not statistically significant between the two variables, given that  $p > 0.05$ . Therefore, hypothesis is rejected.

**Table 16***Correlation between organisational politics and intrinsic job satisfaction*

		Organisational politics	Intrinsic job satisfaction
Organisational politics	Pearson Correlation	1	-.039
	Sig. (1-tailed)		.320
	N	148	148
Intrinsic job satisfaction	Pearson Correlation	-.039	1
	Sig. (1-tailed)	.320	
	N	148	148

*H4: There is a significant negative relationship between organisational politics and intrinsic job satisfaction factors.*

#### **4.5.5. Correlation between organisational politics and extrinsic job satisfaction**

Table 17 shows the relationship between organisational politics and extrinsic job satisfaction. The results display that  $r = -0.100$  and  $p\text{-value} = 0.225$ , which indicates a non-statistically significant negative relationship between the variables, given that the  $p > 0.05$ . Therefore, hypothesis is rejected.

**Table 17***Correlation between organisational politics and extrinsic job satisfaction*

		Organisational politics	Extrinsic job satisfaction
Organisational politics	Pearson Correlation	1	-.100
	Sig. (2-tailed)		.225
	N	148	148
Extrinsic job satisfaction	Pearson Correlation	-.100	1
	Sig. (2-tailed)	.225	
	N	148	148

*H5: There is a significant negative relationship between organisational politics and extrinsic job satisfaction factors.*

#### **4.5.6. Correlation between organisational support and intrinsic job satisfaction**

Table 18 shows the relationship between organisational support and intrinsic job satisfaction. The results depict that  $r = 0.288$  and  $p\text{-value} = 0.000$ , which indicates a statistically significant weak positive relationship between organisational support and intrinsic job satisfaction, given that the  $p < 0.001$ . Therefore, correlation at the 0.01 level is significant. Hypothesis is accepted.

**Table 18***Correlation between organisational support and intrinsic job satisfaction*

		Organisational support	Intrinsic job satisfaction
Organisational support	Pearson Correlation	1	.288
	Sig. (1-tailed)		.000
	N	148	148
Intrinsic job satisfaction	Pearson Correlation	.288	1
	Sig. (1-tailed)	.000	
	N	148	148

*H6: There is a significant positive relationship between organisational support and intrinsic job satisfaction factors.*

#### **4.5.7. Correlation between organisational support and extrinsic job satisfaction**

Table 19 illustrates the results of the correlation between organisational and extrinsic job satisfaction. The table shows that  $r = 0.200$  with a  $p\text{-value} = 0.008$  indicating a statistically significant weak positive relationship between the two variables given that  $p > 0.05$ . Correlation at the 0.01 level is significant. Therefore, hypothesis is accepted.

**Table 19***Correlation between organisational support and extrinsic job satisfaction*

		Organisational support	Extrinsic job satisfaction
Organisational support	Pearson Correlation	1	.200
	Sig. (1-tailed)		.008
	N	148	148
Extrinsic job satisfaction	Pearson Correlation	.200	1
	Sig. (1-tailed)	.008	
	N	148	148

*H7: There is a significant positive relationship between organisational support and extrinsic job satisfaction factors.*

#### **4.6. SUMMARY OF HYPOTHESIS TESTING RESULTS**

Table 19 provides a summary of the results relating to hypotheses testing. Use a table with a column of hypotheses whereby each hypothesis is listed.

**Table 20***Summary of the hypotheses results*

<b>Hypothesis</b>	<b>Results (Accepted or Rejected)</b>
<b>H1:</b> There is a significant negative relationship between organisational politics and the overall level of job satisfaction.	Accepted
<b>H2:</b> There is a significant positive relationship between organisational support and the overall level of job satisfaction.	Accepted
<b>H3:</b> There is a significant negative relationship between organisational politics and organisational support.	Accepted
<b>H4:</b> There is a significant negative relationship between organisational politics and intrinsic job satisfaction factors.	Rejected
<b>H5:</b> There is a significant negative relationship between organisational politics and extrinsic job satisfaction factors.	Rejected
<b>H6:</b> There is a significant positive relationship between organisational support and intrinsic job satisfaction factors.	Accepted
<b>H7:</b> There is a significant positive relationship between organisational support and extrinsic job satisfaction factors.	Accepted



## **4.7. CONCLUSION**

The chapter covered the discussion of the results of the research from the results provided by the respondents. The quantitative data collected from the respondents was analysed by going through the manuscripts of the questionnaires in order to obtain a thorough understanding of the responses from the participants. Variables were correlated and interpreted in order to determine the nature of the relationship between the study variables. The following chapter covers the discussion of the study summary, recommendations and conclusion.

## **CHAPTER 5**

### **SUMMARY, RECOMMENDATIONS AND CONCLUSION**

#### **5.1. INTRODUCTION**

This chapter presents the discussion of the summary and of the findings based on the analysis conducted throughout the entire study. Limitations of the study are also outlined. Recommendations and conclusions are made from the results outlined in chapter 4. The primary goal of this research was to look into the relationship between organisational politics, organisational support, and job satisfaction. To achieve this, the present study extends and validates previous studies conducted in the areas of organisational politics, organisational support and job satisfaction under one study.

#### **5.2. SUMMARY AND INTERPRETATION OF THE RESEARCH FINDINGS**

Below are key findings gathered in this study:

1. The study reported a considerable level of the overall job satisfaction among the staff members of the institution. The results displayed that employees derive job satisfaction from the intrinsic factors of the job more than from the external factors of the job.
2. Based on the responses from the respondents; opportunity to improve, accomplishment, responsibility, recognition participation in employee decision-making, policies, salary, students, and staff relations were all found to be related to job satisfaction.
3. The study established a significant weak negative correlation between organisational politics and overall job satisfaction.
4. The study reported significant weak positive relationship between organisational support and overall job satisfaction.

5. The study also reported a significant weak negative relationship between organisational politics and organisational support.
6. The study found a non-significant negative correlation between organisational politics and intrinsic job satisfaction.
7. The study found a non-significant negative correlation between organisational politics and extrinsic job satisfaction.
8. The study reported a significant weak positive correlation between organisational politics and intrinsic job satisfaction.
9. The study reported a significant weak positive correlation between organisational support and extrinsic job satisfaction.

### **5.3. RESEARCH DESIGN AND METHOD**

Because of the nature of the study, the researcher employed quantitative research design to address the problem stated in chapter one. In order to achieve the set objectives, the researcher used quantitative instrument to collect data, and to evaluate and analyse data from the area of study, the Statistical Package for Social Sciences (SPSS), Version 25.0 was employed.

### **5.4. CONCLUSIONS**

The current research's findings are in line with the findings of the studies carried out on the relationship between organisational politics, organisational support and job satisfaction in institutions of higher education. It appears that the direction of the relationship between organisational politics, organisational support and job satisfaction is negative. This finding is consistent with other researchers' findings as addressed in the literature review, such as those reported by (Sharafi & Seyedameri, 2019; Yasmeen, Bibi & Zara, 2019; Bergeron & Thompson, 2020).

The following is discussed in line with the objectives of the present study.

#### **5.4.1. Research objectives:**

- *To assess the strength and the direction of the relationship between organisational politics and the overall level of job satisfaction as well as components of job satisfaction (intrinsic and extrinsic factors).*

Based on the finding of the present study, this objective is achieved. The results indicated that there is a weak negative significant relationship between organisational politics and the overall level of job satisfaction as well as a non-significant negative relationship between organisational politics and the components of job satisfaction. The rejected hypothesis indicates that a negative relationship exist but not significant. Hassan, Vina and Ithnin (2017) support this finding as discussed in the literature that the levels of employee job satisfaction decrease as the perception of organisational politics increases because of the manner in which employees perceive organisational politics and the implications thereof.

Ugwu, Okafor, Onyishi, Casimir and Chinedu (2018) also pointed out that in terms of the intrinsic and extrinsic factors of the job that positive outcomes of organisational politics can be career advancement, accomplishment of personal goals, and enhanced autonomy and success. On the other hand, organisational politics can have harmful outcomes such as loss of strategic power and position credibility, and many types of disturbed job performance all contribute to the overall performance of the organisation.

- *To assess the strength and the direction of the relationship between organisational support and the overall level of job satisfaction as well as components of job satisfaction (intrinsic and extrinsic factors)*

The results of the present study indicate a positive significant relationship between organisational support and the overall level of job satisfaction as well as the components of job satisfaction. Supported by Azis, Prasetyo, Utomowich (2019) who found a positive significant relationship between organisational support and job

satisfaction. This means that employees are more satisfied in the workplace, when they feel the support of the organisation which may be viewed and regarded as a good employment relationship. When employees perceive value, care and support from their organisation, they develop a sense of belonging and emotional attachment to the organisation resulting in positive work-related outcomes.

Günay (2017) also studied job satisfaction in an institution of higher education with Herzberg's two-factor theory and found that job satisfaction is positively affected by intrinsic factors and negatively affected by extrinsic factors. However, Florea (2019) further stated that good perceptions about the employment relations attracts good work ethics which includes, promotions, positive feedback and rises recognition which result in the overall job satisfaction.

- *To assess the strength and the direction of the relationship between organisational politics and organisation support.*

The above objective is also achieved in the current study. The results of the study indicated a negative significant relationship between organisational politics and organisational support, which has been supported in the study conducted (Victor & Hoole, 2017). The study indicate that politics have the potential to lead to lack of support in a way employee will deem the organisation as failing to keep up to their standard of providing a favourable conduct in a political environment. In other words, when politics reduces the level of organisational support, it results in negative outcomes (Yusof, 2018).

Therefore, it is advisable for institutions of higher education to engage in actions that are reasonably favourable for employees to avoid occurrences of discomfort that will affect the organisation concerned. To achieve this, institutions must involve themselves with employees to ensure that they align in terms of employment conditions and are of common interests that are beneficial to the both employees and the organisation.

## **5.5. RECOMMENDATIONS**

The following are recommended from the results of this study:

### **5.5.1. Policy makers**

Although the results established a reasonable degree of job satisfaction, the results further suggest that intervention should be carried out to increase levels of job satisfaction among staff members of the institution, such as the intrinsic and extrinsic factors of job satisfaction in relation to organisational politics, which were rejected in the current study requires attention. Given the correlation between organisational support and job satisfaction, it is critical to strengthen applicable human resources policies and other institutional policies, therefore enhancing working conditions and compensation.

### **5.5.2. Staff members of the institutions of higher education**

The institution should prioritise strengthening management-staff relationships and giving employees more decision-making authority; as supported by Tang et al. (2017) who stated that employees regard managements' support as the cornerstone of satisfaction in terms of which they hold a mentality that when the management is on their side, they are able to work effectively as they will feel comfortable, valued and cared for; therefore, resulting in increased efforts that supports performance and outstanding production.

To achieve quality results, it is important to develop employees and encourage them to take decisions about their jobs. It is suggested that employees' jobs be redesigned to include opportunities for enrichment and interest. This is supported by Dhanani, Beus and Joseph (2018) who indicated that management can make attractive offers in terms of tangible incentives such as performance bonus, or non-tangible benefits such as creating a platform for growth by means of self-development opportunities, allow for participation in decision-making, job redesign in terms of which they allow

employees to develop and implement ideas to create a sense of responsibility, independency and accountability.

### **5.5.3. Impact on services**

The study also recommends that service assessment and monitoring of job satisfaction be implemented continuously, as this is deemed to be helpful in identifying facets of the services that need to be improved. Including staff in a supportive, team approach is also deemed necessary to allow for consideration of ways to improve aspects relating to job satisfaction. Improving the work environment so that it provides a context in line with the aspirations of institutions staff members is likely to increase job satisfaction and consequently have a positive effect on individuals and the organisation. This is supported by Fila, Purl and Griffeth (2017) who asserted that it is important for organisation to monitor employees satisfaction and implement ways of motivation and other outcomes.

### **5.5.4. Future studies**

On a larger scale, the present research may be used as a foundation for future research. It would be beneficial for future research to consider expanding the study into other sectors. Future research can be carried out in order to gain more in depth of the two variables to help benefit all the relevant parties involved in the higher learning education institutions who may find interest in this study.

## **5.6. CONTRIBUTIONS OF THE STUDY**

The study can enable the institutions involved of higher education to have a broader understanding of the effect that organisational politics and organisational support has on employees' job satisfaction and bridges the gap identified/established thereafter. It broadens and validates existing information provided by previous scholars and act as a barometer in organisations to measure and determine the association between organisational politics and organisational support and job satisfaction. It can also be

of utmost use to prospective employees, researchers, institutions/organisations, students and any affected individual who may find interest in the study.

## **5.7. LIMITATIONS**

- Respondents' reluctance to answer questions about things they consider private, which could have had a great impact on the validity and reliability of the results.
- Inability to answer because they cannot remember or never had a thought about the matter at hand which resulted in most participants responding with a neutral response which does not provide clear answer to the questions.
- Respondents withholding information due to the fear of intimidation from their superiors, which could have influenced the true reflection and honesty of the results.
- Busy people did not want to take time off and pay attention to the researcher, which could have resulted in responses that were not accurate.
- Respondents answering to look smart or well-informed.
- Respondents trying to help by giving pleasant answers, which could have affected the validity of the results.
- Technical issues that delayed the process of research. Such as network, printing machines.
- Deadlines with limited time given to the researcher to complete the work.
- Financial impact that delayed the progress as the researcher did not have financial assistance to carry out the research.

## **5.8. CONCLUDING REMARKS**

The chapter covered the discussion of the results found, limitations, and suggestions. The researcher analysed the quantitative data collected from the respondents by going through the manuscripts of the questionnaires in order to obtain a thorough understanding of the responses from the participants. Variables were correlated and interpreted as to what extent is the relationship and nature of the relationship between



the study variables. Based on the current research's findings, there is a significant relationship between organisational politics, organisational support and job satisfaction. Organisational politics and job satisfaction were found to be correlated significantly negative. A significant positive relationship between organisation support and overall job satisfaction was established.

Therefore, organisations need to foster support to achieve set goals and objectives. The researcher attest that institutions can use these results to shape the organisation's balance in terms of politics and support. In addition, the findings of this study can also help the organisation in planning and developing the strategies to enhance support of employees. Also, the researcher is of view that future research needs to be conducted to determine and address the potential effects of organisational politics and organisational support beyond job satisfaction. Each of the findings presented above presents a rich opportunity to extend the boundaries of knowledge on the effects of organisational politics, organisational support and job satisfaction on staff members in institutions of higher education.

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## APPENDIX A: CONSENT FORM



### TURFLOOP CAMPUS

Department of Business Management  
(School of Economics and Management)

Private Bag X1106, Sovenga, 0727; Tel.: 0725171755; Fax.: +27 15 268 3685; E-mail: [minahhlongwane@gmail.com](mailto:minahhlongwane@gmail.com)

**Consent to participate in the study titled “The relationship between organisational politics, organisational support and job satisfaction in an Institution of Higher Education”.**

By signing this consent form, I confirm that I have read and understood the information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I voluntarily agree to take part in this study.

Hlongwane, M (Ms)

**APPENDIX B: QUESTIONNAIRE**

**SECTION A: DEMOGRAPHIC PROFILE OF RESPONDENTS**

Please tick the most appropriate answer for the following questions:

<b>1. What is your gender?</b>	Male	
	Female	
<b>2. What is your age?</b>		
	21 and under	
	22-45	
	45-50	
	50 and above	
<b>3. Which Division do you work for?</b>		
	Academic	
	Library	
	Administration	
	Other	
<b>4. What is your Job Position?</b>		
	Academic staff	
	Library staff	
	Administrative staff	
	Other	
<b>5. For how long have you been at this Institution?</b>		
	Less than 6 months	
	6 months-1 year	
	1-3 years	
	3-5 years	
	5 years and more	
<b>6. What is your Job status?</b>		
	Permanent	
	Temporary	

## SECTION B: JOB SATISFACTION

Each of the statements below refers to something that a person might say about his or her organisation or employer. Please indicate your own personal views and feelings, by indicating to what extent you agree or disagree with each of the statements. **Tick (✓) for the most appropriate response or answer (alternatives range from 1 to 5) that best reflects your own view.** Please answer all statements.

### ANSWER KEY:

1=Very Dissatisfied (VD)

2=Dissatisfied (D)

3=Neutral (N)

4=Satisfied (S)

5=Very Satisfied (VS)

On my current job, this is how I feel about...

STATEMENT		VD	D	N	S	VS
		1	2	3	4	5
1	Being able to keep busy all the time.					
2	The chance to work alone on the job.					
3	The chance to do different things from time to time.					
4	The chance to be somebody in the community.					
5	The way my boss handles his/her workers.					
6	The competence of my supervisor in making decisions.					
7	Being able to do things that don't go against my conscience.					
8	The way my job provides for steady employment.					
9	The chance to do things for other people.					
10	The chance to tell people what to do.					
11	The chance to do something that makes use of my abilities.					
12	The way the Institution policies are put into practice.					
13	My pay and the amount of work I do.					
14	The chances for advancement on this job.					
15	The freedom to use my own judgment.					
16	The chance to try my own methods of doing the job.					
17	The working conditions.					
18	The way my co-workers get along with each other.					
19	The praise I get for doing a good job.					
20	The feeling of accomplishment I get from the job.					

## SECTION C: ORGANISATIONAL POLITICS

Please indicate your own personal views and feelings, by indicating to what extent you agree or disagree with each of the statements. **Tick (✓) for the most appropriate response or answer (alternatives range from 1 to 7) that best reflects your own view.** Please answer all statements.

### ANSWERING KEY:

- 1 = Strongly Disagree (SD)
- 2 = Slightly Disagree (SD)
- 3 = Disagree (D)
- 4 = Neutral (N)
- 5 = Agree (A)
- 6 = Slightly Agree (SIA)
- 7 = Strongly Agree (StA)

STATEMENT		SD	SD	D	N	A	SIA	StA
		1	2	3	4	5	6	7
1	Favouritism, rather than merit, determines who gets ahead in this university.							
2	There is no place for yes-men in this university: good ideas are desired, even when it means disagreeing with superiors.							
3	Faculty members are encouraged to speak out frankly, even when they are critical of well-established ideas.							
4	There has always been an influential group of faculty members in this university that no one ever crosses.							
5	Faculty members here usually don't speak up for fear of retaliation by others.							
6	Rewards come only to those faculty members who work hard in this university.							
7	Promotions in this university generally go to top performers.							
8	Faculty members in this organisation attempt to build themselves up by tearing others down.							
9	I have seen changes made in policies of this university that only serve the purposes of a few faculty members, not the faculty or the university.							
10	There is a group of faculty members in this university who always get things their way because no one wants to challenge them.							
11	I can't remember when a person received a pay increase or a promotion that was inconsistent with the university's published policies.							

12	Since I have worked in this university, I have never seen the pay and promotion policies applied politically.							
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#### SECTION D: ORGANISATIONAL SUPPORT

Please indicate your own personal views and feelings, by indicating to what extent you agree or disagree with each of the statements. **Tick (✓) for the most appropriate response or answer (alternatives range from 1 to 7) that best reflects your own view.** Please answer all statements.

#### ANSWERING KEY:

1 = Strongly Disagree (SD)

2 = Slightly Disagree (SD)

3 = Disagree (D)

4 = Neutral (N)

5 = Agree (A)

6 = Slightly Agree (SA)

7 = Strongly Agree (SA)

STATEMENT		SD	SD	D	N	A	SA	SA
		1	2	3	4	5	6	7
1	The organisation strongly considers my goals and values.							
2	Help is available from the organisation when I have a problem.							
3	The organisation really cares about my wellbeing.							
4	The organisation is willing to extend itself in order to help me perform my job to the best of my ability.							
5	Even if I did the best job possible, the organisation would fail to notice.							
6	The organisation cares about my general satisfaction at work.							
7	The organisation shows very little concern for me.							
8	The organisation cares about my opinions.							
9	The organisation takes pride in my accomplishments at work.							

**Thank you for your participation.**

## ANNEXURE C: ETHICAL CLEARANCE LETTER



**University of Limpopo**  
Department of Research Administration and Development  
Private Bag X1106, Sovenga, 0727, South Africa  
Tel: (015) 268 3935, Fax: (015) 268 2306, Email: Anastasia.Ngobe@ul.ac.za

### TURFLOOP RESEARCH ETHICS COMMITTEE CLEARANCE CERTIFICATE

**MEETING:** 05 July 2018

**PROJECT NUMBER:** TREC/130/2018: PG

**PROJECT:**

**Title:** Organisational Politics, Organisational Support and Job Satisfaction in an Institution of Higher Education.

**Researcher:** M Hlongwane

**Supervisor:** Prof C Pietersen

**Co-Supervisor:** Mrs M Maluka

**Co-Supervisor:** Prof MP Sebola

**School:** Economics and Management

**Degree:** Master of Commerce (Human Resource Management)

  
**PROF. TAB MASHEGO**  
CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics Council, Registration Number: REC-0310111-031

**Note:**

- i) Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee.
- ii) The budget for the research will be considered separately from the protocol.  
PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.

## **ANNEXURE D: PERMISSION TO CONDUCT RESEARCH STUDY**

P. BOX 4982

Giyani

0826

06 August 2018

The University of Limpopo  
Head of the University/ Management  
Private Bag X1106  
Sovenga  
0727

### **Permission to Conduct Research Study**

Dear UL Management

My name is Minah Hlongwane. I am a registered MCOM student in Human Resource Management here at the University of Limpopo, under the supervision of Prof C Pietersen. I am conducting a research report titled "The relationship between organisational politics, organisational politics and job satisfaction in an Institution of Higher Education". Therefore, I am requesting for permission to conduct this research study at the institution. The main purpose of this study is to get an overview of how employees working in institutions of higher education perceive the relationship between the variables under study in terms of their experiences and observations.

If approval is granted, upon a signed informed consent, respondents will complete the questionnaires at their own convenience. Respondents will be made aware that participation is completely voluntary and there are no known risks in participating as their responses will remain confidential and anonymous. The survey will take exactly 10 minutes to complete. Data collected will be used only for the intended purpose. Should you have any questions, please contact me on 0725171755 or email at [minahhlongwane@gmail.com](mailto:minahhlongwane@gmail.com). Upon approval, please provide a signed letter of acknowledging your consent and permission to conduct the study.

Sincerely,

Minah Hlongwane



## ANNEXURE E: EDITOR'S ENDORSEMENT



**TOPIC: ORGANISATIONAL POLITICS, ORGANISATIONAL SUPPORT AND JOB SATISFACTION IN AN INSTITUTION OF HIGHER EDUCATION**

**To : TO WHOM IT MAY CONCERN**

**From : Reneilwe Malatji**

**Date : 17 June 2021**

**Subject : Editing Minah Hlongwane's thesis**

I hereby declare the above-mentioned thesis to be accurately edited.

The editing process involved looking at the work in three distinct ways:

- Editing for structure to help the reader follow the logic of the writer's argument.
- Editing for language and style to ensure good use of grammar as well as consistency in writing style such that the reader will be able to concentrate on the content.
- Proof reading in order to eliminate spelling errors, inconsistent formatting and other irritating distractions such that the document should be able to allow the reader to remain focused on the writing. I am confident that the edited version of Minah Hlongwane's thesis will make it relatively straightforward and proficient enough to evaluate.

Sincerely,

Reneilwe Malatji

