



**EMPLOYEES' PERCEPTION OF ORGANIZATIONAL
POLITICS IN THE WORKPLACE [EPOP]: an
investigation of various factors.**

[The Case of Addis Ababa University]

BY

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A project paper submitted to the school of graduate studies
of AAU in partial fulfillment of the requirements for the
degree of Master's of Business Administration [MBA]



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August, 2007

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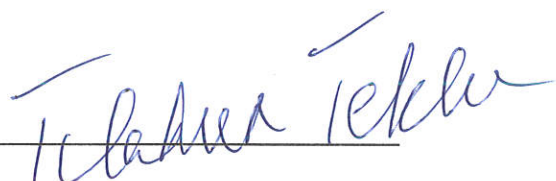
**EMPLOYEES' PERCEPTION OF ORGANIZATIONAL
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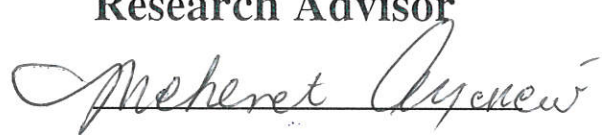
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Research Advisor



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Examiner



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Acknowledgement

My special thanks and appreciation goes, next to the Almighty GOD, to my parents: my beloved father Ato Tsegay Tensay; my brothers [Birehanu Tsegay, Mesfine Tsegay, and Yonnas Tsegay] and my sisters [Azemera Tsegay, Alemaz Tsegay, Bertukan Tsegay and Mekdes Tsegay] for their uninterrupted morale, love and material support throughout my stay in the University.

My deepest and warmest gratitude and appreciation goes to my advisor Dr. Tilahun Teklu, for his unreserved professional and technical assistance. Thank you so much for your helpful reviews, comments and suggestions and warm welcome whenever I was in need of consultation. Indeed without your unreserved dedication, the successful completion of this study would have been difficult.

I will like also to thank the staff [Academic and administration staff] of Addis Ababa University for making time available to fill out the questionnaire survey. My appreciation also goes to all the persons who supported me during the process of the study.

Finally, I would like to take this opportunity to thank all of my instructors who have been supporting and teaching me to come to a success.

Assefa Tsegay,

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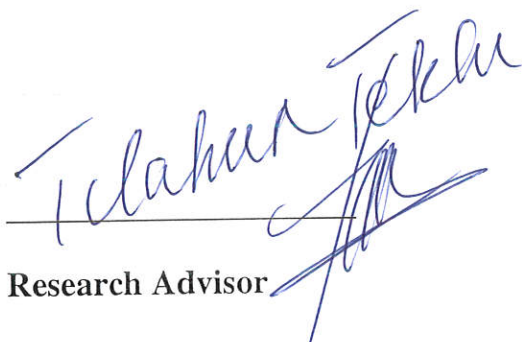
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C E R T I F I C A T E

This is to certify that this project work, **“Employees’ Perception of Organizational Politics in the Workplace: an investigation of various factors in the case of Addis Ababa University”**, undertaken by Assefa Tsegay for the partial fulfillment of Master’s of Business Administration [MBA] at Addis Ababa University, is an original work and not submitted earlier for any degree either at this University or any other University.

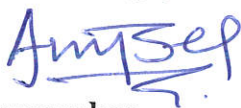

Research Advisor

Declaration

I, Assefa Tsegay, declare that this work titled **“Employees’ Perception of Organizational Politics in the Workplace: an investigation of various factors in the case of Addis Ababa University”**, is my own effort and study and that all sources of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of the research advisor.

This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the degree of MA in Business Administration [MBA].

Assefa Tsegay


Researcher

Abstract

Organizations are comprised of a myriad of individuals with different perspectives, assumptions, experiences, personalities, agendas, goals, and ambitions. It is essential that individuals should develop the skills appropriate to effective work with people to achieve desired outcomes. Absent of these skills and insights, individuals will fail to develop the type of influence necessary to bring about long-term systemic change. On the other hand, modern organizations searched for better efficiency and effectiveness in organizations in order to successfully respond to the increasing demands of their stakeholders. But, there is an indication of decline in organizational productivity and outcomes in both the business and the public sector. Organizational politics seems to account at least for some of these problems. As a result organizational scientists and researchers are asked to dig-deep in to the nature and perception of organizational politics.

The study attempted to examine the predictors of employees' perception of organizational politics in the work place. The research setting of this study is Addis Ababa University. It is one of the oldest and biggest Universities in the land of Africa, which contributed a lot to the nation by producing qualified and competent students at undergraduate, graduate and doctoral level. However, the University at this time is not doing as expected. The opportunity which is found in this University; therefore, helps the researcher to dig-deep in to examine the concept 'organizational politics' [OP] as it is perceived by employee of AAU towards the organizational processes such as promotions and transfers, hiring, pay, resource allocation, delegation of authority, interdepartmental coordination, personnel policies, disciplinary penalties, as political or not.

Both primary and secondary information sources are used to accomplish the study. The investigation was addressed to fifty fives through questionnaire adopting stratified sampling techniques. The result of the study reveals that employees' perception of organizational politics is predicted by organizational variables such as resource allocation, delegation of authority, trust climate, immediate supervisors, career development, management practice, teamwork and cooperation. Based on these predictors, it was found that there is high degree of perception of organizational politics in the University. In accordance with the findings made, conclusions are forwarded which are believed to be suitable to improve the employees' perception of organizational politics in the University.

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Lists of Acronyms

A: Agree

AAU: Addis Ababa University

D: Disagree

EPOP: Employees' Perception of Organizational Politics

HR: Human Resource

NS: Not Sure

OP: Organizational Politics

POP: Perception of Organizational Politics

SA: Strongly Agree

SD: Strongly Disagree

Chapter One

Introduction

1.1 Background

Organizations are comprised of a myriad of individuals with different perspectives, assumptions, experiences, personalities, agendas, goals, and ambitions. It is essential that every employee should develop the skills appropriate to effective work with people to achieve desired outcomes. Absent of these skills and insights, one will fail to develop the type of influence necessary to bring about long-term systemic change. On the other hand, modern organizations searched for better efficiency and effectiveness in organizations in order to successfully respond to the increasing demands of their stakeholders. But, there is an indication of decline in organizational productivity and outcomes in both the business and the public sector. Organizational politics seems to account at least for some of these problems. As a result organizational scientists and researchers are asked to dig-deep in to the nature and perception of organizational politics.

Organizational politics is commonly acknowledged as a fundamental component of organizational life. Organizational Politics [OP] represents a unique domain of interpersonal relation in the workplace. Its main characteristics are the readiness of people to use power in their efforts and secure their interests. In recent years, organizational politics, and especially the way it is perceived by employees, has become a field of great interest in business administration, management, sociology as well as applied psychology.. The politics of an organization strongly influence formal and informal organizational processes, interpersonal relationships, work environments, pay and promotion policies (Schermerhorn, 1994)

The perception of organizational politics is the subjective feeling of a member in an organization on the self-serving and impermissible behavior, which is carried out by other members in the organization by using its power and resources. It is generally considered that the perception of organizational politics consists of general organizational behavior, go along and get ahead behavior, coworker and clique behavior, supervisor behavior and pay and promotion behavior. The main theories on the perception of organizational politics are the point of view of power and conflict and the point of view on organization, work and personal character. The perception of organizational politics will lower the job satisfaction of the employees while increase the working pressure, job anxiety, demission rate, etc

Organizational politics has received attention in management literature particularly in the potential relationship between workplace politics and individual performances. In other words, organizational politics plays an important role in an organization that may lead to functional as well as dysfunctional outcomes for individuals, groups, or organizations. Hence, in this study attempt is made to investigate whether perception of organizational politics proves beneficial or harmful to the institution. Such perceptions could lead to a decrease in organizational citizenship behaviors and a lack of extra-role effort on the individual's part. Overall, the purpose of this study is to examine the concept 'organizational politics' (OP) as it is perceived by members of organizations towards the organizational processes such as promotions and transfers, hiring, pay, budget allocation, facilities, equipment allocation, delegation of authority, interdepartmental coordination, personnel policies, disciplinary penalties, performance appraisals.

The research setting of this study is Addis Ababa University. Addis Ababa University is one of the largest and oldest universities in the land of Africa. It contributed a lot to the nation by producing competent and qualified students at undergraduate, graduate and doctoral level. However, the University at this time is not doing as expected. This is because senior and experienced workers are leaving the organization for so many reasons. In addition, workers are dissatisfied, insecure, and turnover in the workplace is high. The opportunity which is found in this University helps the researcher to dig-deep in to the perception of organizational politics to get the solution of why the University is not doing as expected. Addis Ababa University is chosen because it has well established and proportionately distributed faculties and departments. More over, the University is chosen for it's proximity to undertake the research.

1.2 Problem Statement

The human element is the only living creature in an organization which gives life to the other resources. It is the nervous system of the whole organization. So, much attention should be given to human resource in the workplace. The managers of any organizations should create conducive work environment to make the human element satisfied, willing and cooperative. The human resource management discipline focuses on the achievement of organizational goals through the implementation of effective organizational and employee strategies. Effective, strategically positioned human resource programs executed in conjunction with a strategy that meshes with effective implementation, enhances firm performance [Richard & Johnson, cited in Aronow, 2004].

However, the reverse happens because employees tend to associate organizational politics with self-serving behaviors – behaviors that promote personal objectives, usually at the expense of others. Such behaviors are often seen to be: discretionary; associated with manipulation, defamation, subversiveness and abuse of power; and contrary to organizational goals and the interests of other individuals. Examples of political behavior include discrediting one's rival at work in order to get ahead, not sharing useful information with other employees in order to increase one's power over them, and doing favors for the boss to secure a higher salary increase. However due to the dynamic of organizational politics, a tension often exists which causes a profound affect on the stated role of human resources. Whether political behavior [Rusinah, 2003] proves beneficial or harmful to the organization may depend more on how behavior is perceived rather than reality. Such perceptions could lead to a decrease in organizational citizenship behaviors and a lack of extra-role effort on the individual's part.

1.3 Study Objective:

The overall objective of the study is to investigate the employees' perception of organizational politics and its effect (negative or positive) on the productivity of the institution. In more specific terms, the purpose of the study includes, among others, the following specific objectives:

- ❖ To describe what is organizational politics
- ❖ To identify the factors [predictors] contributing to high or low perception of organizational politics in the workplace
- ❖ To investigate the level of employees' perception of organizational politics in

Addis Ababa University

1.4. Research Questions

This study is aimed at describing the perceptions of organizational politics of employees of the Addis Ababa University. Hence, in light of the above-mentioned objectives, the proposed study attempts to answer the question: What factors [antecedent conditions] influence one's perception of organizational politics in the workplace? .i.e.

- ❖ What is the effect of demographic variable such as age, gender, education level, and marital status on the employees' perception of organizational politics in Addis Ababa University?
- ❖ What is the effect of organizational variables such as resource allocation, delegation of authority, trust climate, relation with supervisor, teamwork and management practice on the employees' perception of organizational politics in this University?

1.5. Significance of the study

The importance of understanding the organization and human resources from the perspective of organizational politics is that it extends the knowledge of the linkage that exists between the organization and the human resource practice. In general, the major contributions of this research project will be:

- ❖ It provides additional information to the existing literature on OP
- ❖ The findings of the study will initiate other interested researchers to undertake a better and detailed study on this area in the future.
- ❖ It also draws attention of other organizations to the role of organizational politics and its measurable effects on behavior and performance in organizations.

1.6. Scope and Limitation of the study

The scope of the study: Data is collected through questionnaire survey filled by AAU's employees of selected faculties [campus]. These include Faculty of Business and Economics, College of Commerce, Arat Kilo, Sedist Kilo, and Amest Kilo. The data collected is used to measure the employee's perception of organizational politics towards the organizational processes such as resource allocation, delegation of authority, trust climate, behavioral strategies, relationship with immediate supervisors team work and cooperation and management practice in the University.

The limitation of the study: The study was constrained by time and finance. So, complete assessment or taking large size sample is too difficult with limited time and other essential resources. Another limitation was that lack of sufficient, clear, relevant and up to date information sources concerning perception of organizational politics in an organization.

Reluctance of some respondents to complete the questionnaire and failure of these respondents to provide accurate, reasonable and objective responses into a timely basis was of some concern during the administration of the questionnaire. About 77% of the respondents replied to the questionnaire, which is good response rate. Nevertheless any undesirable on the quality of the information collected in this case was reduced by measures taken to ensure that the majority of the respondent acted according to the requirements of the study.

1.7. Methodology

This study is aimed at describing the perceptions of organizational politics of employees of Addis Ababa University. Information regarding target population, sampling technique, research model, data collection and analysis is presented as follows:

Target population: The target population for the study is employees/ lecturers, administrators and supporting staffs/ of Addis Ababa University at all levels.

Sampling technique: Since the population size is very large [nine hundred academic and more than four thousand administrative staffs], preparation of questionnaire for a complete enumeration is difficult. Therefore, representative samples were taken for the study. The target population is heterogeneous, comprising different kinds of groups of departments. Then, systematic random sampling (SRS) is employed to randomly select participants from a list of employees prepared by each faculty of the organization. This sample is assumed to be representative of the population. Thus, a sample of fifty five employees is selected.

Research Model: The purpose of this study is eliciting employees' perception of organizational politics in AAU. As noted in the conceptualization section of this report, employee perceptions of organizational politics is influenced by organizational and personal factors and in turn influences organizational outcomes such as stress, anxiety, job dissatisfaction, and withdrawal from the organization. In this research paper, the outcome of organizational politics is not covered.

Based on review of empirical literature of organizational politics, a perception of organizational politics is a dependent variable, whereas demographic variable and organizational variables are independent variables.

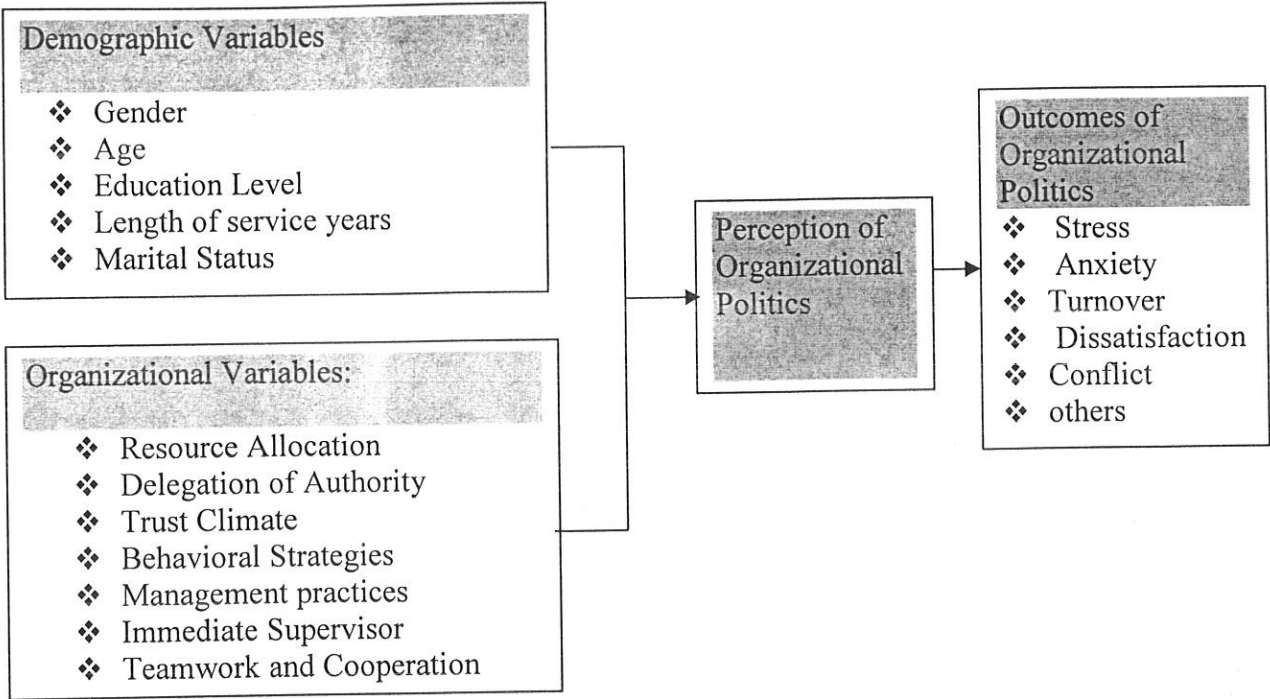


Figure One: Research Model

Data Collection and Analysis: A multiple approach is used for collecting data in this study. A questionnaire survey and document review is the main tools used. In other words, for data collection, both primary and secondary data are used for this study .The data is collected through the following methods.

- ❖ **Questionnaire:** both closed and open ended questions are used to collect Data from the target population with a systematic Observation. The questionnaire includes both closed and open ended questions.

❖ **Secondary sources:** Secondary data is consulted for reviewing literature and together other information pertinent to the study such as published and unpublished documents, articles, magazines, and newspapers.

The research employs both normal scale and ordinal scale. The data collected by the above methods is analyzed using different methods: tables, figures, and different percentages are used to analyze the perception of organizational politics of the respondents. To sum up, the methodology used in this study was both analytical and descriptive. The study attempted to describe the employees' perception of organizational politics of the University by observing the available data.

1.8. Presentation of the paper

Chapter one of this paper present the introductory aspect of the study, problem statement, objective of the study, research questions, significance of the study, limitation of the study and methodology of the study. The second chapter of this paper deals with literature review. This literature review explores concepts associated with organizational politics from its recognition and emergence in the literature to more recent research explorations regarding perceptions, impacts, and mitigating work place factors. The goal of the literature review is to establish a foundational understanding of politics in the work environment as well as a familiarity with the current literary discourse. In the third chapter, analysis and interpretation of data is dealt with. Accordingly, descriptive and inferential statistics are used to analyze the responses. The paper has used tables, figures, different ratios and other measures. Finally, the fourth chapter of this chapter deals with conclusions. The paper summarizes the findings of the study on how to improve the existing level of perception of organizational politics in this University.

Chapter Two

Literature Review

2.1 Introduction

Organizational Politics [OP] represents a unique domain of interpersonal relation in the workplace. Its main characteristics are the readiness of people to use power in their efforts and secure their interests. In recent years, organizational politics, and especially the way it is perceived by employees, has become a field of great interest in business administration, management, sociology as well as applied psychology. Organizational politics is commonly acknowledged as a fundamental component of organizational life. The politics of an organization strongly influence formal and informal organizational processes, interpersonal relationships, work environments, pay and promotion policies. The prevalence and impact of organizational politics in most organizations forces individuals and groups to participate in the politics of their organization.

Studies have suggested that the ways employees perceive their workplace in terms of political climate, power struggles, influence and tactics are meaningful in many respects. For example, organizations that are perceived as more political in nature are also considered less fair and less ethical (Ferris & Kacmar cited in Vigoda, 2006). Furthermore, higher levels of organizational politics often indicate the presence of injustice and the inequitable distribution of resources among employees. Such an environment and atmosphere may also result in diminished employee performance, low level of job satisfaction, higher levels of stress and strain intentions, and higher rates of actual turnover (Ferris & Kacmar mentioned in Vigoda, 2006).

2.2 Organizational politics: Definition

Organizational politics [OP] is a complex and controversial human behavior that is generally perceived as negative in nature. There is no unique and universally accepted definition of this concept. Different researchers define it in different ways. In this section, therefore, attempt is made to see the various definitions of organizational politics as developed by different organizational behavioral researchers and organizational scientists.

Organizational scientists have offered various definitions of organizational politics incorporating elements of behavior that are formal and informal, sanctioned and non-sanctioned, focused on the use of power and influence, or based on coalition building. Some researchers described it as the management of influence to obtain ends not sanctioned by the organization or to obtain sanctioned ends through none-sanctioned means of influence [Wallace & Szilagyi, cited in Rusinah, 2003]. A better definition is given by Ferris [cited in Rusinah, 2003]. Ferris defines that organizational politics as a social influence process in which behavior is strategically designed to maximize short-term or long-term self-interests, which is either consistent with or at the expense of others' interests.

Organizational politics has been defined as an intentional social influence process in which behavior is strategically designed to maximize short-term or long-term self-interests. From the above definitions, we can clearly understand that political behavior may lead to functional as well as dysfunctional outcomes for individuals, groups, or organizations.

Whatever the case, an executive may use political influence processes to build consensus for a strategy that enables the organization to be more effective in the future. Conversely, political influence processes may also be used to maintain the status quo when change is warranted. So, for this particular study, Organizational politics [OP] refers to the influence activities organizational members resort to in order to maximize their interests and goals in the work place. Its main characteristics are the readiness of people to use power in their efforts and secure their interests.

2.3 Perception of Organizational Politics

Perceptions of organizational politics involve the individual's subjective evaluation of observed situations or behaviors as political. More specifically, perceptions of organizational politics are subjective interpretations of the extent to which the work environment is characterized by co-workers and supervisors who engage in political behaviors or by organizational policies that encourage such behaviors.

Perception of organizational politics represents the degree to which respondents view their work environment as political in nature, promoting the self-interests of others, hence, unjust and unfair from the individual point of view, [Kacmar & Ferris, cited in Rusinah, 2003]. Drory and Romm's [mentioned in Aronow, 2004], work proposes an if A than B relationship between behavior and politics. Meaning if A in relationship to B creates a perception of organizational politics, than absent the condition A, the resulting behavior, B, may or may not be considered as politically charged.



Perceptions of organizational politics and actual organizational politics are usually related, but are not the same. Organizational politics are both objective and subjective and involve actual political events in an organization as well as perceived political events. Regardless of the actual organizational politics, individuals react based on their perception of reality which influences an individual's attitude and responses toward the organization. Organizational politics, in the workplace, was commonly perceived as a necessary evil that no individual or society could avoid. Therefore, management literature consistently considered politics, power, and influence relations among stakeholders as illegitimate, informal, and dysfunctional, as against authority and formal organizational design, which were described as apolitical and functional [Hardy cited in Rusinah, 2003].

Much of the work related to the perception of organization politics revolves around the research of Ferris, Russ, and Fandt [mentioned in Aronow, 2004], who developed a subjective framework of organizational politics which posits that workers perceiving high levels of organizational politics are dissatisfied with their jobs. They also claimed that workers who are lower in the hierarchy and have an external locus of control experience the organization as more political.

Ferris and Kacmar, embraced an earlier work [cited in Aronow, 2004], who suggested that "rather than exclusively an objective state, it is appropriate to construe organizational politics is a subjective experience and, thus as a state of mind. They focused on the "cognitive evaluation and subjective experience of those behaviors and events occurring in the work environment that seem to constitute political behaviors".

They proposed a model of organizational politics perception that formed a relationship between organizational and personal factors that influence job involvement, anxiety, satisfaction and withdrawal from the organization. They proposed that perceptions of organizational politics defer indirect relationship to one's position in the hierarchical. An employee at a lower level perceives more politics than those higher in the organization. Additionally, they proposed that organizations that are more centrally controlled are inherently more political.

The individual's perception of organizational politics is more relevant for this purpose than the actual presence of organizational politics. This is because individuals respond to what they perceive, not necessarily to what is objectively real. Hence, the perceptions individuals hold about the political nature of their work environment influence the way they do their jobs. These perceptions affect how employees feel about their company, boss, and co-workers, and they impact the productivity, satisfaction, and intent to turnover of the workers (Ferris & Kacmar, mentioned in Kacmar, & Carlson, 1997).

Individuals' perceptions about politics in the organization also determine how political the environment will be. If employees perceive that others get ahead by acting politically, these individuals will be more likely to engage in political behaviors themselves.

2.4. OP and its relation with organizational and Demographic variables

In this section, review was made about the correlation [positive or negative] between organizational politics and organizational climate factor [centralization, job autonomy, behavioral strategies, resource allocation, trust climate, teamwork and cooperation, formalization] as well as organizational politics and demographic factors [age, gender, level of education, length of service years and marital status]. The detailed review is presented as follows:

Organizational politics scholars, for example Bhatnagar and Ferris, cited in [Poon, 2003] proposes that several factors influence perceptions of organizational politics. In general, the proposed antecedents of perceptions of organizational politics have been categorized into demographic factors [as age, gender, level of education, marital status] and situational factors [job autonomy, trust climate, centralization, and formalization]. Perceptions of organizational politics, in turn, are postulated to give rise to consequences such as job stress, job dissatisfaction and employee turnover. In addition, factors such as control and understanding have been forwarded as antidotes that can moderate the relationship between perceived organizational politics and its consequences.

Ferris and Kacmar, (cited in Aronow, 2004) conducted two separate studies to determine antecedents of organizational politics perceptions. In the first study, both found that feedback, job autonomy, skill variety, and opportunity for promotion correlated with perceptions of organizational politics. Additionally, they found that age, sex or supervisory status did not correlate positively with perceptions of politics.

In the second study, they found that relationship with supervisor, work group cohesion, and opportunity for promotion all were statistically significant for predicting negative relationships with organizational politics perceptions. Interestingly, they found that work group cohesion accounted for the largest variance in job satisfaction. They concluded that, organizational politics perceptions play a role in employee job dissatisfaction, and more specifically, that it is the coworker and clique (political) behavior of politics perceptions that seems to explain this role.

The work by Parker, Dipboye and Jackson (mentioned in Aronow, 2004), also suggests several important contributing actions related to employees' perception of organizational politics. Employee perceptions of the organization as political were associated with lower levels of overall satisfaction; believing that the organization does not value high work standards, challenging work, and integrity; evaluations of senior management as ineffective; perceiving that the organization does not support innovation; and, believing that employees are not loyal to the organization. O'Connor and Morrison [mentioned in Aronow, 2004] studied both situational and dispositional predictors of perceptions of organizational politics. They found that, job autonomy, formalization, and organizational climate were negatively correlated with perceptions of political activity.

The most powerful finding that emerged from the O'Connor and Morrison study was the relationship between organizational climate and the perception of politics. "This variable may be an important determinant of whether an employee views his or her workplace as political".

An aspect of the organizational climate is teamwork. Valle and Witt, [cited in Aronow, 2004], analyzed the correlation of organizational politics and teamwork. They hypothesized that “individual perceptions of teamwork importance would lessen the negative effects of politics perceptions on job satisfaction”.

Working from the framework proposed by Ferris & Kacmar (1992), Valle and Witt [cited in Aronow, 2004], studied three hundred fifty five white-collar employees of a private sector, customer-service organization in the eastern United States. Using Kacmar and Ferris' Perceptions of Organizational Politics Scale (1992), they assessed the perceptions of the value of teamwork within the organization. They found that, the relationship between politics perceptions and job satisfaction was stronger among employees reporting low levels of teamwork importance than among individuals reporting high levels of teamwork importance. Teamwork importance was relevant to job satisfaction only when employees perceived average to high levels of organizational politics.

This study demonstrated that the effects of teamwork importance on organizational politics were statistically significant even when control features of gender, ethnic minority status, tenure, and supervisory status were included. Valle and Witt conclude that organizational politics subsumes all forms of influence in organizations and includes both positive and negative connotations. They comment lastly that influence drives much of the activity in today's organizations and ought to be the focus of additional research in the correlation with organizational politics.

Personal influences of politics perceptions, identified in the [Parker, Dipboye & Jackson 1995] include gender and age. They hypothesized that women and older employees are more likely to have experienced and been impacted by politics in promotions and awards than men and younger individuals. Additionally, younger individuals may approach work more idealistically than older employees. Ferris and Kacmar (1992) found no evidence for either of these relationships. As data were obtained from managers of a heavy equipment manufacturer, nurses, and nurse's aides, however, respondents' gender was likely to be confounded with their organization (a control variable in the analyses). Additionally, their studies may have lacked the power to detect an effect of age due to their small sample sizes.

To summarize, this review assess the extent to which certain organizational processes such as [promotions and transfers, hiring, pay, budget allocation, facilities, equipment allocation, delegation of authority, interdepartmental coordination, personnel policies, disciplinary penalties, and performance appraisals] were perceived as being pervaded by political behaviors.

From the above review, studies revealed that there is correlation between organizational politics and working environment. With regards to the demographic variables, results are mixed. That is some times demographic variables have slightly some effect on perception of organizational politics and some times no correlation with organizational politics.

2.5. Organizational Politics and its Consequences [outcomes]

Modern organizations searched for better productivity and profitability in organizations in order to successfully respond to the increasing demands of their stakeholders. However, there is no efficiency and productivity in most organizations. As a result, researchers were urged to provide new explanations of the decline in organizational outcomes in both the business and the public sector. Organizational politics seems to account at least for some of these problems. As a result, organizational scientists and researchers were asked to provide the remedies to the decline in organizational outcomes in both the business and the public sector. Organizational politics represented a creative approach to the understanding of organizational dynamics, which for many years had been particularly overlooked.

When the workplace is perceived as political, individuals adopt a competitive and self-serving style and band together into small groups, to attain rewards by competition and by amassing power. This has a variety of implications for the nature of the work environment. One implication is that, many people will not belong to the strongest cabal. Thus, they will have trouble fulfilling their aspirations. To the extent that aspirations go unfulfilled, the political environment is unsatisfying and stressful. Another implication of organizational politics is that the workplace becomes more volatile and less predictable. Since rewards are allocated based on power, the rules may change from one day to the next.

This uncertainty causes individuals to have less confidence that their efforts will produce any beneficial outcomes. This lack of confidence makes it less likely that individuals will allocate additional resources to the organization.

Several potential outcomes may occur when employees perceive the organization to be political in nature. Hence; many researchers have identified several outcomes of perceptions of organizational politics. These include organization withdrawal, job anxiety, increase stress, low levels of organizational commitment, job dissatisfaction, lower job performance, intention to turnover and create communication barriers. Organizational politics has been conceptualized as a source of stress and conflict in the work environment, with the potential for dysfunctional outcomes at both the individual and organizational level.

It was also argued that organizational politics has been recognized as an important vehicle towards achievement in organizations. Some even go as far as to suggest that it is more important than competence. Like wise, according to the study of [Kumar & Ghadially, cited in Rusinah, 2003] ,workplace politics may have functional as well as dysfunctional consequences and can be helpful or harmful for members of the organization: positive outcomes of perception of organizational politics for example are, career advancement, recognition and status, enhanced power and position, accomplishment of personal goals, control, and success. It may also result in harmful outcomes for example, loss of strategic power, position credibility, negative feelings toward others, and internal feelings of guilt.

Politically behaving individuals in the organizations are often motivated to seek self-serving ends, regardless of the benefit to the larger organization; this is because the behaviors of individuals in organizations are not formally prescribed by the organization and because of the inherent power status differentials in organizational hierarchies (Ivancevich, 1990)

The basic premise of political behaviors in the organizations is that an actor consciously constructs an impression to achieve maximum personal benefits given in the situation at that time. This could be done through the use of many behavioral strategies and personal goals. Thus, when the actors seeking favors from the powerful individuals in the organization or attempting to influence other on the outcomes that advantageous for self and disadvantageous to others, organization members will enact behavioral repertoires to project the most favorable image possible (Fandt & Ferris, cited in Rusinah, 2003). This behaviors is purely political motivated and self-serving, placing personal goals over organizational goals.

Allen, [cited in Rusinah, 2003], in his/her study based on interview data, presented taxonomy of organizational political behavior which can be used as behavioral strategies, in descending order of reported frequency, were: attacking or blaming others, using information as a political tools, creating a favorable image/impression management, developing a base support, praising others (ingratiation), forming power coalitions with allies, associating with the influential, and creating obligations.

Most people perceive only the dark side of politics, and indeed there is a dark side, characterized by destructive opportunism and dysfunctional game playing. However, organizational politics can be positive as well, for organizations and for individual.

To put it in a nutshell, the review of current literature richly interacts with the varying definitions of organizational politics as well as employee perceptions of environments which are viewed as political. Relationships and consequences along with mitigating factors are also well researched and discussed in the literature. These studies imply that organizational politics is not necessarily related to negative work outcomes. In other words, workplace politics may have functional as well as dysfunctional consequences and can be helpful or harmful for members of the organization. Organizational politics may have several positive outcomes for example, career advancement, recognition and status, enhanced power and position, accomplishment of personal goals, control, and success. It may also result in harmful outcomes for example, loss of strategic power, position credibility, negative feelings toward others, and internal feelings of guilt.

It is well researched the impacts as well as the consequences of organizational politics, but they overlooked the factors associated with the employees' perception of organizational politics. It is important, therefore, to study the conditions [predictors] which foster the perception of politics in organizations such as organizational and personal factors as well as the consequences of having categorized organization events or processes [promotions and transfers, hiring, pay, budget allocation, facilities, equipment allocation, delegation of authority, interdepartmental coordination, personnel policies, disciplinary penalties, performance appraisals,] as political or not.



Chapter Three

Data Analysis and Interpretation

The study findings include a general understanding of the Addis Ababa University, which provides the organizational background of this case study, based on information acquired from document reviews and personal observations. The additional findings that respondents report to the research questions of this study are based on the information acquired through the questionnaire survey.

3.1 A Brief Background of Addis Ababa University

Addis Ababa University is one of the oldest and biggest universities in the land of Africa. AAU contributed a lot to the nation by producing qualified and competent students at undergraduate, graduate and doctoral level. In addition it was considered as a benchmarking to the other universities in every aspect such as planning, recruitment, curriculum and other administrative and financial works. Overall, I can say it was a model organization to the other institutions. Currently, the University has twenty one colleges, faculties, institutions and schools.

The Colleges under Addis Ababa University includes College of Social Sciences, College of Education and College of Commerce. The faculties are Faculty of Business and Economics, Faculty of Medicine, Faculty of Science, Faculty of Law, Faculty of Technology, Faculty of Veterinary Medicine, and Faculty of Informatics. The University's institutions includes institute of Development Research, Institute of Educational Research, Institute of Pathology, Institute of Language Studies, and

Institute of Ethiopian Studies. In addition, the University has several schools .these includes: School of Social Work, School of Fine Arts and Design, School of Journalism and Communication, Yared School of Music, School of Pharmacy, and School of Information Science and Technology [www.aau.edu.et].

Currently, the University has a total of more than four thousand and nine hundred academic and administrative employees. This figure excludes the part-time workers as well as expatriates. The University has two governing bodies[The Board of Governors and The Senate], a president, two vice presidents, four associate vice presidents, a dean[director] to each faculties/colleges/schools/institutes as well as a department head to each departments [www.aau.edu.et].

The main objectives of the University are: to search for, cultivate, preserve, and transmit knowledge; to provide education that fully develops the personality and strengthens the respect for human dignity, by promoting mutual respect, understanding, friendship, and tolerance free from ethnic, nationality, sex, religious, and other prejudices; to inculcate the dignity of work and dedication for the well being of the society with the view to enhancing the socioeconomic development of the Ethiopian people; to provide the country with competent men and women, imbued with a sense of social purpose and trained in sciences, technology, the arts, and various other professionals and to conduct research and studies, in an objective and dispassionate way and free from any bias, on different fields and disseminate fruitful results thereof [www.aau.edu.et].However, the university is not doing as expected as per the stated objectives.

Table1: AAU's HR Profile as per Gender, Age and Level of Education

S. No.	Addis Ababa University HR Profile			
	Category	Academic Staff	Administrative Staff	Total
1 Gender	Male	772	1872	2644
	Female	128	2128	2256
	Total	900	4000	4900
2.Age	Less than 36	167	780	947
	Between 36& 44	364	1625	1989
	Between 45 & 52	170	906	1076
	More than 52	169	689	858
	Total	900	4000	4900
3.Education Level	Grade-12 and Less	0	1147	1147
	Certificate Level	2	696	698
	Diploma Level	115	1252	1367
	Degree Level	219	863	1082
	Master's Level	212	42	254
	Dr. Level [PHD]	350	0	350
	Total	900	4000	4900

Source: Addis Ababa University Full time Ethiopian HR Profile April, 1999.

3.2 General Characteristics of Respondents

This section discusses about the demographic profiles of the respondents of the study. It is presented in lieu of their Gender, Age, and Length of service year, Level of education as well as Marital Status.

The demographic variable in table two below shows that the majority of the respondents [88%] are male employees and the rest twelve percent of the respondents are females. The analysis reveals that the majority of the respondents [63%] are married and the remaining thirty seven percent of the respondents are single.

As per to the length of service years, approximately fifty four percent of the respondents were with in five years of service, thirty two of the respondents fall with six to ten years of service, and fourteen percent of the respondents were with in eleven to twenty years of service. But, there were no employees whose service years are more than twenty years in this sample.

As for the level of education, no respondent at certificate level, only seven percent of the respondents were diploma, five percent were doctorate and the majorities [44%] of the respondents were master and degree holders. Lastly, the majorities of the respondents [61%] were with age of less than thirty six, thirty two percent of the respondents were between thirty six and forty four, only seven percent were between forty four and fifty five and no respondent with the age of more than fifty four. The detailed information of the general characteristics of the respondents is presented as follow:

No.	Description			
	Demographic Variable	Frequency	Percentage	Cumulative %
1	Gender			
	Male	36	88	88
	Female	5	12	100
	Total Sample Size(n)	41		
2	Age			
	Less than 36	25	61	61
	Between 36& 44	13	32	93
	Between 45 & 54	3	7	100
	More than 54	0	0	100
	Total Sample Size(n)	41		
3	Level of Education			
	Certificate Level	0	0	0
	Diploma Level	3	7	7
	Degree Level	18	44	51
	Master's Level	18	44	95
	Dr. Level	2	5	100
	Total Sample Size(n)	41		
4	Length of Service Year			
	0 up to 5 years	22	54	54
	6 up to 10 years	13	32	86
	11 up to 20 years	6	14	100
	21 up to 30 years	0	0	100
	More than 31 years	0	0	100
	Total Sample Size(n)	41		
5	Marital Status			
	Single	15	37	37
	Married	26	63	100
	Total Sample Size(n)	41		

Table 2: Respondents' Profile

3.3 Demographic Variables and Perception of Organizational politics

One factor that influence [predicts] organizational politics perceptions, in the workplace, is the demographic variables. This category includes gender, age, education level, length of service years and marital status. Previous researches did not show consistent findings on a relationship between demographic variables and perception of organizational politics. Each of these variables is measured using the Likert scale which is used to determine the respondents' perceptions of the organizational politics.

The Likert scale can be categorized as follows: Strongly Disagree [1]; Disagree [2]; Not Sure [3] Agree [4] and Strongly Agree [5] to determine the frequency of the respondents' response on the different variables. To measure perceptions of organizational politics, strongly disagree and disagree has been group as disagree [DA]; strongly agree and agree was grouped as agree [A], whereas not sure [NS] was maintained as it is. The detail analysis, as per to the demographic variables, will be presented as follows:

Table 3: Gender and Perception of Organizational Politics

Organizational Climate Dimensions	Gender					
	Male			Female		
	DA	A	NS	DA	A	NS
Behavioral Strategies	50	113	17	12	10	3
Delegation of Authority	120	54	6	5	16	4
Trust Climate	108	58	14	9	10	6
Resource Allocation	98	31	51	17	4	4
Immediate Supervisor	83	81	14	16	3	6
Career Development	102	50	28	19	1	5
Teamwork and cooperation	88	75	17	13	9	3
Management Practice	129	21	30	20	5	0
Total	779	483	177	111	58	31

As it is indicated in table three, the finding reveals that fifty four percent of the male respondents are not satisfied with the organizational climate of the University in that resources and authorities are allocated unfairly, superior- subordinate relation is less and management practices of the University are biased,, thirty four percent of the male respondents are satisfied with the organizational climate dimensions of the University and only twelve percent of them are indifferent. On the other hand, fifty six percent of the female respondents are dissatisfied with the organizational climate dimensions in that resources and authorities are allocated unfairly, low level of trust, low cooperation among employees, superior- subordinate relation is less and management practices of the University are biased, twenty nine percent of the female respondents agree and the remaining fifty percent of them are not sure. This implies that both females and male employees of the University perceive that there is high organizational politics in the work place.

Table 4: Age and Perception of Organizational Politics

Organizational Climate Dimensions	Age											
	Less than 36			36 up to 44			45 up to 54			More than 54		
	DA	A	NS	DA	A	NS	DA	A	NS	DA	A	NS
Behavioral Strategies	38	74	13	20	40	5	4	9	2	0	0	0
Delegation of Authority	75	44	6	40	22	3	10	4	1	0	0	0
Trust Climate	73	43	9	35	18	12	8	7	0	0	0	0
Resource Allocation	76	22	27	31	11	23	8	5	2	0	0	0
Immediate Supervisor	60	54	11	32	24	7	7	6	2	0	0	0
Career Development	68	40	17	45	8	12	8	3	4	0	0	0
Teamwork & cooperation	64	51	10	29	28	8	8	5	2	0	0	0
Management Practice	96	15	14	48	7	10	5	4	6	0	0	0
Totals	550	342	107	280	158	80	58	43	18	0	0	0

From table four above, the findings shows that fifty five percent of the respondents whose age is less than thirty six are dissatisfied with the organizational climate dimensions, thirty four percent of them are satisfied and the remaining are indifferent. As for age between thirty six and forty four, fifty four percent of the respondents are not satisfied with the organizational environment, whereas thirty one percent of them are happy with the working environment of the University.

The analysis also reveals that for age between forty five and fifty four, the majority of them [49%] are unhappy, whereas, thirty six percent of them are happy with the working environment of the University. The finding of this study implies that employees of the University, at any age level [young, adult and old age], perceive that there is organizational politics in the workplace.

Table 5: Level of Education and Perception of Organizational Politics

Organizational Climate Variables	Level of Education											
	Diploma			Degree			Master			Doctorate		
	DA	A	NS	DA	A	NS	DA	A	NS	DA	A	N S
Behavioral Strategies	3	8	4	25	59	6	26	56	8	4	4	2
Delegation of Authority	10	3	2	55	32	3	54	35	5	10	0	0
Trust Climate	8	5	2	48	34	8	52	28	10	7	3	2
Resource Allocation	9	3	3	56	13	21	42	18	30	8	1	1
Immediate Supervisor	11	4	0	42	36	12	38	44	8	8	2	0
Career Development	12	1	2	49	27	14	53	21	16	7	2	1
Teamwork & cooperation	9	4	2	40	42	8	44	36	10	7	3	0
Management Practice	10	2	3	64	11	14	66	13	11	9	0	2
Total	52	31	18	382	254	86	371	251	87	60	15	8

As per to the level of education, the majority of the diploma holder respondents [51%] are unhappy about the working climate of the University, thirty one percent are satisfied and only eighteen percent are indifferent. About fifty three percent of the respondents, whose education level is bachelor degree, believe that there is high level of organizational politics, whereas, thirty five percent of the respondents are happy with the organizational climate of the University. For respondents at master's level, the result is similar with that of the degree holder respondents.

The analysis also reveals that almost seventy five percent of doctorate respondents believe that resources and authorities are allocated unfairly, superior- subordinate relation is less and management practices of the University are biased, whereas, eighteen percent of them believe that everything is performed as per the rules and regulation.

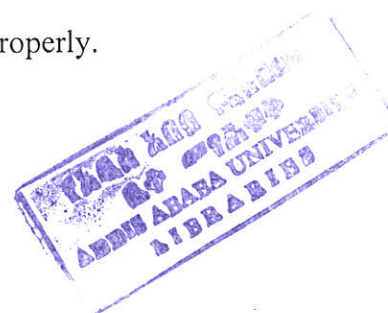
Previous researches found that highly educated employees are expected to invest more effort in search of jobs which better suit their personality and attitudes. Therefore, their expectations are more likely to be met and their perceptions of organizational politics to be lower than those of less educated employees. But, this finding implies that employees of the university [whether educated, or organizationally weak employee] perceive that there is high degree of organizational politics.

Table 6: Length of Service Years and Perception of Organizational Politics

Organizational Climate Dimensions	Length of Service Years											
	0 up to 5			6 up to 10			11 up to 20			More than 20		
	DA	A	NS	DA	A	NS	DA	A	NS	DA	A	NS
Behavioral Strategies	32	70	8	14	41	10	16	12	2	0	0	0
Delegation of Authority	62	45	3	42	19	4	21	6	3	0	0	0
Trust Climate	66	36	8	29	25	11	20	7	3	0	0	0
Resource Allocation	70	14	26	34	11	20	11	10	9	0	0	0
Immediate Supervisor	57	44	9	27	30	8	17	10	3	0	0	0
Career Development	71	23	16	33	20	12	17	8	5	0	0	0
Teamwork & cooperation	60	40	10	19	38	8	22	6	2	0	0	0
Management Practice	85	11	14	45	8	12	19	7	4	0	0	0
Total	503	283	94	243	192	85	133	66	31	0	0	0

The findings in this table shows that the majority of the respondents [58%] who stay for less than six years, disagree that there is good governance in the University, thirty one percent of them are happy with the organizational climate dimensions and only eleven percent are indifferent. For those employees with length of service years between six to ten, forty seven percent believes that career advancement, resource allocation, authority delegation as well as management practices are not properly done whereas thirty three percent of them believe that everything is done properly.

The analysis also shows that fifty eight percent of the respondents, who stayed between eleven to twenty years in the University, believe that career advancement, resource allocation, authority delegation as well as management practices are not properly done whereas thirty three percent of them believe that everything is done properly.



3.4 Organizational Variables and Perception of Organizational politics

People who see the work situation as political thus are likely to view the work situation as a situation where the pursuit of self-interest is something like a battle in that who is likely to control significant outcomes of a particular encounter remains ambiguous and uncertain. In this section, therefore; the researcher tried to analyze the relation between organizational factors and perception of organizational politics.

The perception of organizational politics is measured by the organizational variables [organizational Climate Dimensions]. These variables includes Delegation of Authority Trust Climate, Resource Allocation, Immediate Supervisor, Career Development, Teamwork and Cooperation, Management Practice and Behavioral Strategies of the employees applied in the University to go ahead. Each of these variables is measured using the Likert scale which is used to determine the respondents' perceptions of the organizational politics.

The Likert scale can be categorized as follows: Strongly Disagree [1]; Disagree [2]; Not Sure [3] Agree [4] and Strongly Agree [5] to determine the frequency of the respondents' response on the different variables. To measure perceptions of organizational politics, strongly disagree and disagree has been group as disagree; strongly agree and agree was grouped as agree, whereas not sure was maintained as it is. The detail analysis of the relation between organizational factors and perception of organizational politics is presented below.

3.4.1 Behavioral Strategies

Table 7: Frequency of Respondents' response on Behavioral Strategies

Statement	Disagree	Not sure	Agree
Administrators at AAU tend to build/ cultivate friendship / themselves up by tearing rivals down	12	4	25
In this University, sharing useful information among employees is not a common practice	13	2	26
In AAU, agreeing with powerful administrators is the best alternative	11	5	25
At this University, doing favor to the influential group of administrators [boss] is best practice	16	4	21
Individuals form coalition/ alliance /. So, sometimes it is easier to remain quiet than to fight the system at this University	10	5	26

The findings in table seven shows that twenty nine percent of the respondent disagree that the administrators in the University tend to build friendship by tearing rivals; however, the majority of the respondents [61%] agree on the statement and only nine of them remain silent. The findings also show that sixty three percent of the respondents agree on the statement, sharing useful information among employees is not a common practice, whereas thirty two percent disagree that this scenario exists in the organization and only five percent of the respondents say not sure about the statement. The majority of the respondents [61%] agree that agreeing with powerful administrators is the best alternative in the organization, whereas twenty seven percent disagree and twelve percent of them are not sure about it.

For the statement about doing favor to influential group of administrator as a common practice in the University, thirty nine percent of the respondents disagree; ten percent of them are not sure, whereas fifty one percent of the respondents agree with the statement. The sixty three percent of the respondents agree to remain quiet than to fight the system at this University, twenty five percent disagree with the statement, whereas only twelve percent of them are not sure with the statement.

From the above findings, the analysis reveals that politics in organizations is best reflected by influential activities and tactics engaged in by members to maximize their interests and goals in the workplace. Workplace politics as an elementary influential behavior of individuals directed at others to gain advantages that cannot be achieved by formal and routine procedures. Such behaviors involve various tactics and strategies aimed at affecting such processes and outcomes as resource distribution, power struggling, management practices, career advancement and other critical decision-making, as well as goal setting and goal attaining, by using tactics and strategies such as building friendship to tear rivals down, concealing important information, doing favor , forming alliance, taking credit for other people’s contributions, agreeing with powerful administrators and so much more.

3.4.2 *Delegation of Authority*

Respondents are asked five questions to measure their perception of organizational politics with the University’s delegation of authority. The responses obtained are presented below in table eight.

Table 8: Frequency of Respondents' response on Delegation of Authority

Statement	Disagree	Not sure	Agree
In AAU, the right person is placed at the right position	29	2	10
In this University, every and each employee has equal opportunity to have position [authority]	31	3	7
In AAU, delegation of authority is not a big deal because priority is given to the work being performed	27	4	10
Employees having good relationship with the influential group of administrators secured power	10	1	30
Authority is being delegated to employees based on merit and performance	28	0	13

As indicated in the above table, the majority of the respondents [71%] disagree that the right person is placed at the right position, and twenty four percent of them agree that positions are not assigned to the right person rather to the employee who is assumed to be 'loyal' to the designed system whereas only five percent is not sure of the statement.

The Perception of organizational politics is also measured by response to 'each and every employee has equal opportunity to have position in the University'. Response to this question again shows a lot of variation. The majority of the respondents [76%] disagree, seventeen percent agree and only seven percent of the respondents remain silent. This is unusual practices in professional institutions like University, which teaches equality of human beings in sharing resources, authority and opportunities. It could have been a model organization to other public and private sector in this regard.



The findings also showed that about sixty six percent of the respondents disagree that delegation of authority in the University is not a big deal, twenty four percent of the respondents agree that much attention is given to delegation of authority, in which it is delegated with great care and deal; whereas only ten percent of them are not sure with the statement.

About four percent of the respondents disagree that employees having good relation with the influential administrators secure power, but the majority of the respondents [73%] agree on the statement that employees are trying to build strong ties with influential administrator to secure power. Thirty two percent of the respondents are natural in position. Organizations should struggle to create ideal work environment where every employee can realize their potential.

As per to the statement, authority is being delegated, in the University, to employees based on merit and performance, the majority of the respondents [68%] disagree, whereas only 32% of the respondents agree on the stated statement. This findings show that authority is delegated improperly against the theories and principle of authority delegation in an organizations.

3.4.3 Trust Climate

Table 9: Frequency of Respondents' response on Trust Climate

Statement	Disagree	Not sure	Agree
At AAU, telling employees what they want to hear is sometimes better than telling the truth	18	8	15
There is high degree of trust environment throughout Addis Ababa University	33	3	5
Employees at this University are encouraged to speak out frankly even when they are critical ideas.	23	5	13
Members of my work unit trust each other	28	2	11
In AAU, it is hard to tell what one must do to get ahead	13	4	24

Perception of organizational politics with the trust climate is analyzed using the above five questions. The findings, in table nine, shows that forty four percent of the respondents disagree that telling employees what they want to hear is sometimes better than telling the truth, thirty seven percent of the respondents agrees on the statement whereas nineteen percent of them are neutral in position. It also shows that the majority of the respondents [80%] disagree with the statement that there is high degree of trust environment in the University, whereas twelve percent of the respondents agree with the statement and only seven of the respondents are not sure of it. Most of the respondents [56%] disagree that the employees are encouraged to speak out frankly in the organization whereas thirty two of them agree with the statement and only twelve percent of the respondents are not sure of it. The analysis also reveals that sixty three percent of the respondents disagree that members of my work unit trust each other in the University, whereas only twenty seven percent of the respondents agree that this scenario exists in

the University and only ten percent of the respondent are not sure with the statement. For the statement about it is hard to tell what one must do to get ahead, the majority of the respondents [59%] agree that in the University, it is hard to tell what one must to do to get ahead, thirty two percent of the respondents are dissatisfied with the fact and nine percent of the respondents are indifferent with the statement. Past researches reveal that there is an inverse relationship [negative correlation] between perception of organizational politics and trust climate in the workplace. That is employees perceive that there is high perception of organization politics if there is distrust in the work environment.

3.4.4 Resource Allocation

Another predictor of employees' perception of organizational politics in the work environment is how resources are allocated. So, employees are asked five questions to express their perception about the resource allocation practice of their University.

Table 10: Frequency of Respondents' response on Resource Allocation

Statement	Disagree	Not sure	Agree
Administrators at AAU allocate resources, facilities and equipments fairly to the respective bodies	28	10	3
In this University, Opportunities and scarce resources are equitably distributed to all employees	27	11	3
In AAU, always there is conflict in resource allocation	11	10	20
At this University, the practice of Equal Employment Opportunity[EEO] is widely applied	29	10	2
In this University, there are well establish rules and regulations with respect to resource distributions	20	14	7

The finding of table ten shows that the majority of the respondents [68%] disagree that administrator in AAU allocates resources fairly; twenty four percent of them say nothing and whereas seven percent of the respondents agree on the statement that scarce resources such as computers, facilities, equipments and opportunities are not equitably distributed.

The analysis also shows that about sixty six percent o of the respondents disagree that opportunities and scarce resources are equitably distributed to all employees; twenty seven percent of them were not sure on the statement. Only seven percent of the respondents are satisfied with the given statement. For the statement, always there is conflict in resource allocation, the majority of the respondents [49%] agree that there is conflict in resource allocations, twenty seven percent of the respondents disagree and twenty four percent of them remain silent.

The finding reveals that seventy one percent of the respondents disagree that equal employment opportunity in the University is widely applied; twenty four percent of the respondents are not sure about the statement, whereas only five percent of the respondents agree on the statement that equal employment opportunity in the University is widely applied. As per the statement, in this University, there are well established rules and regulations with respect to resource allocation, the majority of the respondents [49%] disagree there are well established rules and regulations as per resource allocations, some of them [17%] agree there are well established rules and regulations as per resource allocations and the rest [34%] are not sure about the statement. This implies that resources are allocated as per the smooth relationships among units and departments.

3.4.5 Immediate Supervisor

Table 11: Frequency of Respondents' response on Immediate Supervisor

Statement	Disagree	Not sure	Agree
At this University, employees have to follow what they are told than to make up their own mind	12	2	25
In this University, my supervisor is cooperative, treats me well, and shows me how to do things	24	4	13
In AAU, my superior makes me aware of strongly held values, ideals, and aspirations	30	3	8
In this University, my supervisor actively involve in my careers path without a favor	26	5	10
In Addis Ababa University ,my superior focuses on irregularities, mistakes, and deviations expected of me	7	6	28

As the table clearly shows, about twenty nine percent of the respondents disagree that employees have to follow what they are told than to make up their own mind, and five percent say nothing about the statement .But the majority of the respondents [61%] agree that employees are told to do than to use their own mind. That means more than half of the respondents are discouraged to use their own mind. When it comes to the treatment and cooperativeness of the supervisor, the researcher has also found that fifty nine percent of the respondents disagree that my supervisor is cooperative and treats me well, ten percent were indifferent and the rest [32%] agree that the supervisor is cooperative and treats me fairly.

For the statement, my supervisor makes me aware of values, ideas and aspirations which are shared in common, the majority of the respondents [73%] believe that their supervisor doesn't make them aware of the values, and ideas of the University, some of respondents [20%] agree that the supervisor make them aware of the culture and value of the University .But, only [7%] were indifferent about the stated fact.

The analysis also reveals that the majority of the respondents [64%] believe that their supervisor doesn't actively involve in their career path without favor, whereas some of them [24%] believe that their supervisors actively involve in their career path without any favor. Only twelve percent of the respondents remain quite. As per to the statement" my supervisor focuses on irregularities, mistake and deviations from the expectation" about seventeen percent of the respondents believe that their supervisor doesn't give much focus on irregularities, and exceptions, rather they take care of their employees, concentrate on their own work and ensure that the work done by their employees is properly done or not. But the majority of the respondents [68%] believe that supervisors give much attention to irregularities and exceptions.

3.4.6 Career Development

Career development is another issue of significance in employees' perception of organizational politics. Employees need to grow professionally as per to the rules and regulations stated in the University. Previous literatures show that high probability of career advancement yields low perception of organizational politics in the workplace by employees and vice versa. Respondents were asked five questions related to career advancement. Their responses are summarized as follow in table twelve.

Table 12: Frequency of Respondents' response on Career Development

Statement	Disagree	Not sure	Agree
I have a clearly established career path at AAU	20	6	15
Feelings about the manner in which people get ahead primarily depends up on the merit of their work	26	7	8
There is high opportunity for growing and updating myself in Addis Ababa University	24	6	11
In AAU, promotional opportunities are unlimited. Hence, every employee have equal opportunity	28	6	7
In Addis Ababa University, I know exactly what to do to get promoted to the next rank	23	8	10

As it is revealed in table twelve, almost half of the respondents [49%] disagree with the statement "I have a clearly established career path in the University", thirty seven percent of them agree on the statement that I have clearly established career path, whereas, only sixteen percent of the respondents remain silent.

Perception of organizational politics perception with career advancement is also measured in terms of availability of opportunity to every employee to learn and grow. About fifty nine percent of the respondents disagree that there is high opportunity to learn and grow in the University, fifteen percent of them are indifferent, and the remaining [27%] agree on the statement. Although some of the respondents are satisfied with the available opportunities to learn and grow, many of the respondents believe that chance of growing and updating is small.

As per to the statement, promotional opportunities are unlimited, sixty eight percent of the respondents disagree, fifteen percent are neutral in position and seventeen percent of the respondents agree on the statement. This finding reveals that more than half of the respondents believe that promotional opportunities are limited. Only fifteen percent of them were not able to say promotional opportunities are limited or unlimited. The analysis also reveals that fifty six percent of the respondents disagree that I know exactly what to do to get promoted, whereas twenty four of the respondents agree on the statement. This analysis indicates that more than half of the respondents are dissatisfied with the statement.

Another issue is whether employee get ahead primarily depends on merit and competency or not. Accordingly, the majority [63%] disagrees, few of the respondents [20%] agree and [17%] say nothing. Theoretically, the one with better performance and competence get ahead. But, the analysis reveals that getting ahead in the University is primarily depends on factor other than merit and competency as the majority of the respondents stated. That is the findings shows that almost half of the respondents do not believe that merit and competency count for promotion. Overall, this study implies that career advancement in the University is limited and done at the expense of competency and skill.

3.4.7 Teamwork and cooperation

Another determinant factor to measure employees' perception of organizational politics in the work place is teamwork and cooperation. So, respondents are asked five questions to express their feelings and frustrations about the team spirit and cooperation in the University. Their comments are presented as follows:

Table 13: Frequency of Respondents' response on Teamwork and Cooperation

Statement	Disagree	Not sure	Agree
In Addis Ababa University, employees are very cooperative ,sociable and loyal to their colleagues	20	5	16
In Addis Ababa University, employees like to be a member of one/another group to accomplish their task	19	7	15
Every departments, units and faculties is willing and cooperative in achieving the overall goal of the University	24	2	15
In AAU, individuals are obstacles to their co-workers	13	2	26
Overall, there is high team spirit in this University	25	4	12

The findings of table thirteen reveals that about forty nine percent of the respondents disagree those employees are very cooperative, sociable and loyal to their colleagues in the University, thirty nine of the respondents agree on the statement, whereas twelve of them were indifferent about the statement. The finding indicates that, though some of the respondents are satisfied with the statement, more than half of the respondents are not satisfied with the stated fact.

The analysis shows that slight majority of the respondents [46%] disagree that in this University, employees like to be part of a group to accomplish task, thirty seven percent of the respondents agree on the statement and only seventeen percent of them become quite. In this analysis almost there is no much variation in the respondent's response. But, still there is some variation about the statement. For the statement, each and every unit, in AAU, is cooperative and willing, more than half of the respondents [59%] disagree, thirty seven percent of the respondents agree and four percent of them were not sure about the statement.

The analysis indicates that the majority of the respondents believe that every unity in the University is not cooperative and willing. But, about thirty seven respondents believe that units are cooperative and willing to each other.

Another determinant factor for employees' perception of organizational politics in the work place is whether individuals are obstacles to their co-workers or not. Accordingly, thirty two percent of the respondents disagree that individuals, in AAU, are obstacles to their co-workers, the majority [63%] agree on the statement and only five percent of the respondents remain silent about the stated fact. As per to the question, there is high degree of team spirit in this University, sixty one percent of the respondents disagree , twenty nine percent agree on the stated fact and ten percent of the respondents were indifferent.

3.4.8 Management Practice

Respondents are asked five questions to express their perception and feeling about the management practice with respect to promotion, recruitment, performance evaluation and others decisions of their University. As a result, their opinion is presented in table fourteen.



Table 14: Frequency of Respondents' response on Management Practice

Statement	Disagree	Not sure	Agree
I do have a full confidence on the management practice of AAU with respect to promotion, rewards, recruitment, pay and others decisions because everything is based on merit	31	5	5
In AAU, employees involved in implementing decisions have a say in making the decision	28	7	6
In Addis Ababa University, if one performs well, there is appropriate rating, recognition, and reward	33	5	3
Individual initiative to use their own mind for new methods and systems is encouraged in this University	27	10	4
Overall, Addis Ababa University's management is unbiased	30	3	8

The findings in table fourteen reveals that more than half of the respondents [76%] disagree that employee have full confidence in the University's management, but only few of them [12%] are satisfied with the statement that employees have confidence in the management of the University. The rest [12%] of the respondents remain silent. Organizations should create conducive environment in which employees will have trust and confidence in it. This is because it will have a negative impact on the productivity of the human element.

As per to the question, in AAU, employees involved in implementing decisions have a say in making the decision, more than half of the repondents [68%] disagree, [15%] agree and the rest [17%] become quite.

About eighty percent of the respondents disagree that there is appropriate rating, recognition, and reward if one performs well in the University, whereas only seven percent of the respondents agree on the statement that there is appropriate rating, recognition, and reward if one performs well.

The analysis also reveals that sixty six percent of the respondents disagree that employees to use their mind for new methods and techniques in this University is encouraging, but only few of them [10%] agree on this statement.

For the statement, AAU's management is unbiased, most of the respondents [73%] disagree that the management of the University is unbiased; twenty percent of the respondents agree on the statement that the University's management is biased and only seven percent of the respondents remain silent about the statement.

The analysis reveals that there are unfair management practices in the university. The employee who has observed the inequities is threatened with retaliation from above if his or her "bad attitude" becomes known. So, this leads to high perception of organizational politics as management of the university is not doing fairly as per the critical decisions which affects the attitude and perception of employees towards the University.

3.5 Level of employees’ perception of organizational politics

Respondents were also asked to express their feeling about the level of organizational politics perception in the workplace of the University as low, medium and high. As a result, their comment is presented in table fourteen.

Table 15: Respondents’ Level of Organizational Politics

Level	Frequency	Percentage
Low Level	7	17
Medium Level	13	32
High Level	21	51

From table fifteen ,the findings reveals that a slight majority of respondents [51%] demonstrated a high level of organizational politics, whereas thirty two percent of the respondents demonstrated a moderate level and the rest of the respondents [17%] indicated a low level of organizational politics.

Previous researches found that the higher the perceptions of organizational politics are there in the organization, the lower that employee is assuming towards the level of justice, equity and fairness in that particular organization. This finding reveals that employees have high level of organizational politics perception as per to resource allocation, delegation of authority, trust climate, team spirit, and relation with the immediate supervisor, career development, and management practice. As a result, the employees in the University are forced to employ various tactics and behavioral strategies to get ahead at the expense of everything else.

3.6 Respondents' Content Analysis of the open end questions

This section discusses the content analysis of respondents about the open-end questions. Here respondents are given an opportunity to express their feelings and frustrations about the behavioral strategies and tactics employees are employed in the University to get ahead, practice of authority distribution, resource allocation, their relationship with the immediate supervisors, team spirit and cooperation in the work place, trust and distrust among groups and units, career advancement practice and the management practice in general as per to the critical decisions of the University. The majority of the respondent's ideas are similar. Hence, it is summarized and presented as follows:

Behavioral Strategies

Political behaviors are the enactment of tactical influence by individuals that is based on strategic goals, rational and deliberate attempts to promote one self that can either be at the expense of others or in the support of others. So, an open ended question on the behavioral strategies employed by the employees in the University, to share the scarce resources, was asked to the respondents. So, employees use different behavioral strategies and tactics to get ahead. Some of the strategies and tactics, as per their opinion, used in the University are summarized as follows:

- ❖ Strong ties and smooth relationships with higher officials such as deans, directors, vice presidents and even sometimes with the president;
- ❖ Creating obligations and taking credit for other people's contributions;
- ❖ Proximity with ethnicity, marriage, and friendship;
- ❖ Forming power coalitions with allies;
- ❖ Developing a base support;

Delegation of Authority

Employees of AAU were also asked how authority is being delegated. Most of the respondents gave similar responses to this question. In this University according to the majority of the respondents, authority is delegated based on ethnicity, relatives, friendship and other factors other than merit, and competency. Very important decision making power usually is reserved at the top and lower level positions simply are pre-occupied with routine and simple decisions and tasks. Some respondents said that authority is delegated on the basis of privileges rather than competency. That is if an employee build and cultivate intimate relationship with the higher officials, then he/she can secure power. Hence, authority is based on the willingness of the top officials whatever the case at the expense of competency, which is not considered for this purpose. Surprisingly, one respondent said that it is difficult to say authority is delegated rather appointment of power by the officials to the employee who can be 'loyal' to the designed system and who can protect the power of the 'alliance group'.

Trust Climate

Trust is an essential element in productive and effective organizational communication and interaction. So, respondents were asked about the trust climate in their University. The majority of the respondents said that in most of the departments, there is power struggle among members of work unit and there is an implicit rivalry for control of the scarce resources. Because of this implicit rivalry, there is no trust among employees; between employees and immediate supervisors.

Others said that more or less, there is trust among employees. But, the problem is that there is distrust between employees and management. This is because; there is a big bridge among them. This gap enables employee to have less confidence on the management of the University.

Resource Allocation

It is known resources are scarce. So, it has to be allocated fairly so as to increase productivity of an organization. Employees were also asked the question 'how resources such as facilities, equipments, opportunities and budget are allocated in this University'. Their comment is presented below:

Some of them said that resources are allocated based on friendship; strong tie between supervisor and subordinates. That means resources are allocated to those who have smooth relation with the resource allocator. In general, there is inequitable distribution of the available resources. Others said resources are allocated in this University with pressure, complain, and it is one of the most bureaucratic process.

Immediate Supervisor

Respondents were asked their opinion on the extent of subordinate- superior relation in the workplace. As per their opinion, some of the respondents said that superiors, to lesser extent are free to share ideas with their subordinates. Others responded that most of the time immediate supervisors boast themselves and they need to create some demarcations, which allow them to have few interaction and contact with their subordinate. This in turn may create harsh relation with them.

The majority of the respondents; however, believe that supervisors are not volunteer [willing] to help and cooperate subordinates in the work place. Rather, they focus simply on errors and mess created by subordinate. As a result of this, there is few contact and interaction between immediate superior and subordinate in the University.

Career Development

An open ended question was asked to respondents with regards to career advancement practice in their University. As per their opinion, some of the respondents believe that there is no clear information on how to get promoted and go ahead. Hence; they feel that career advancement in the University is not properly done. But, the majority of the respondents believe that, in principle, there are well established rules and regulations for career development. In practice; however, is completely different from with what is stated in the University's manual.

Teamwork and Cooperation

The researcher also asked respondents' comment on teamwork and cooperation in the University. As per their comment, some of the respondents said that among subordinates there is, to some extent, team spirit and cooperation. But, the big problem is between subordinate and boss. There is no teamwork and spirit. Others believe that there is less teamwork and cooperation because of the system. That means the system designed in the University doesn't allow every employee to cooperate in the workplace.

For example, lap tops, computers and other resources are given to the right person as per the job description with responsibility. At that time if damage happens to these resources, the individual will be responsible. So, this doesn't lead subordinates and superiors to cooperate in sharing resources work loads.

The majority of the respondents said that for task accomplishment, there is less degree of cooperation and teamwork, but for socialization and survival objectives, there is high degree of cooperation. Still few of the respondents said that, to some extent, there is teamwork and cooperation. But; it can't be generalized to the University as a whole.

Management Practice

Respondents were also given the opportunity to express their feelings and frustrations about the University's management practice with respect to promotion, hiring, resource [facilities, equipment, budget, opportunities] allocation, and delegation of authority, pay, performance appraisal, human resource policies, disciplinary penalties, and other critical decisions. As a result, few of the respondents said that the management practice of the University is impersonal and biased. But, the majority of the respondents believe that on certain decision which requires valid evidence, the management works accordingly. But, in case where critical decisions that involve subjectivity and more of benefite-oriented, are influenced towards their advantage at the expense of everthing else.

Chapter Four

Conclusion

In this research, the researcher conducts the study based on the out comes of the survey made. Hence, on the basis of the main findings, conclusions are forwarded. For this particular study recommendation is not necessary. This is because the study is a descriptive type.

4.1 Conclusion

Organizational Politics [OP] represents a unique domain of interpersonal relation in the workplace. It has always been a fact of life in workplace. The struggle over scarce resources, the conflicts that arise when critical decisions need to be made, and the existence of heterogeneous interests among individuals or groups serve as an ideal habitat for the emergence of power-seeking or influential behaviors that are targeted at various members of the organizational sphere. This ‘political behavior’ represents hidden dynamics, undercover activities, or other goal-seeking events that frequently conflict with the overall organizational goals.

Perception of a political environment, mostly, is associated with whether or not the organization’s decisions were consistent with the organization’s stated values. That is the congruence of values and decisions in critical areas, such as resource allocation, promotion, authority delegation, career development, is the pivot point for employees’ perceptions regarding organizational politics.

Employees' perceptions of the organization as political are associated with lower levels of overall satisfaction; believing that the organization does not value high work standards, challenging work, and integrity; believing that top management has no confidence on its employees; evaluations of senior management as ineffective; perceiving that the organization does not support innovation; and, believing that employees are not loyal to the organization.

The majority of the respondents are degree and master holders. There is no a respondent with education level below diploma. The findings of this project paper supports that demographic variables predict the level of organizational politics like previous research results.

As per to gender, the finding reveals that majority of the male respondents are not satisfied with the organizational climate of the University in that resources and authorities are allocated unfairly, superior- subordinate relation is less and management practices of the University are biased. Similarly, fifty six percent of the female respondents are dissatisfied with the organizational climate dimensions in that resources and authorities are allocated unfairly, employees use different tactics and strategies to go ahead ,low level of trust, low cooperation among employees, superior- subordinate relation is less and management practices of the University are biased.

As per to age, the findings shows that fifty five percent of the respondents whose age is less than thirty six are dissatisfied with the organizational climate dimensions, thirty four percent of them are satisfied and the remaining are indifferent. As for age between thirty

six and forty four, fifty four percent of the respondents are not satisfied with the organizational environment, whereas thirty one percent of them are happy with the working environment of the University. The analysis also reveals that for age between forty five and fifty four, the majority of them are unhappy, whereas, thirty six percent of them are happy with the working environment of the University.

As per to the level of education, the majority of the diploma holder respondents are unhappy about the working climate of the University, thirty one percent are satisfied and only eighteen percent are indifferent. About fifty three percent of the respondents, whose education level is bachelor degree, believe that there is high level of organizational politics, whereas, thirty five percent of the respondents are happy with the organizational climate of the University. For master's level respondents, the result is similar with that of the result of the degree level respondents. The analysis also reveals that almost seventy five percent of doctorate respondents believe that resources and authorities are allocated unfairly, superior- subordinate relation is less and management practices of the University are biased, whereas, eighteen percent of them believe that everything is performed as per the rules and regulation.

The findings shows that the majority of the respondents who stay for less than six years, disagree that there is good governance in the University, thirty one percent of them are happy with the organizational climate dimensions and only eleven percent are indifferent. For those employees with length of service years between six to ten, forty seven percent believes that career advancement, resource allocation, authority delegation as well as management practices are not properly done whereas thirty three percent of them believe

that everything is done properly. The analysis also shows that fifty eight percent of the respondents, who stayed between eleven to twenty years in the University, believe that career advancement, resource allocation, authority delegation as well as management practices are not properly done whereas thirty three percent of them believe that everything is done properly.

Consistent with past researches, the organizational variables [organizational climate factors] such as resource allocation ,delegation of authority, trust climate, employing behavioral tactics and strategies, relation with the immediate supervisor, teamwork and cooperation and management practice are correlated to perceptions of organizational politics in the work place. Thus, they predict level of organizational politics.

The majority of the respondents perceived higher organizational politics, in the University, to a larger extent that they believed that there are limited career development opportunities, authorities are delegated improperly, which is based on strong ties with the influential administrators, almost little cooperation among work groups, there is little or some friendly relationships with the immediate supervisor in the workplace, employees distrust each other in sharing, and exchanging resources [low level of trust in the work environment], and management practices, in the University in case where critical decisions that involve subjectivity and more of benefit-oriented, are influenced towards their advantage at the expense of everything else.

To put it in a nutshell, employees' perception of organizational politics in the University is critical problem and attention should be given. The results of this research paper indicate that perceptions of organization politics are inevitably linked to negative work attitudes. So, top management should need to instill a unity of purpose among organizational units by rewarding cooperation and by implementing integrative organizational structures. This creates an atmosphere that rewards performance and discourages organizational politics. This can be a tall order, but once management makes the decision and initiates a conscious effort to build a professional institution, the University will at least be on the right path. When managers are openly seen to discourage politicking and encourage moves that make commercial sense, it also fosters greater unity among staff and gets people focused on performance rather than boot-licking.

Minimizing organizational politics begins by creating a professional working relationship with employees and immediate supervisor, cultivating a work environment based on dignity, team spirit, cooperation, integrity and respect. The findings of this study have also demonstrated the usefulness of concepts such as employees' influence tactics, resource allocation, and delegation of authority, trust climate, relationship with coworkers and immediate supervisors and career advancement, and perception of organizational politics for my understanding of the process of organizational politics. Finally, this research paper supports that organizational and personal variables predict the level of organizational politic perception in the workplace.

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Appendix I

Addis Ababa University School of postgraduate studies/MBA Program/ Employees' perception of organizational politics questionnaire

To be filled by AAU's Employees

Addis Ababa University is one of the oldest and biggest universities in the land of Africa. It contributed a lot to the nation by producing qualified and competent students at undergraduate, graduate and doctoral level. However, the university at this time is not doing as expected. This is because senior and experienced workers are leaving the organization for so many reasons. In addition, workers are dissatisfied, and turnover, in the workplace, is high. The opportunity which is found in this university; therefore, helps the researcher to dig-deep in to the topic: **Employees' perception of organizational politics in the administration functions: An investigation in the case of Addis Ababa University**

The study is conducted in partial fulfillment of the requirements for the Masters' degree in Business Administration [MBA]. The data you provide will be used for academic purpose and it is kept confidential. More over, as the data is required for academic purpose, you are encouraged to freely express your views and concerns. I do believe that the findings of the study contribute to the effort exerted by the top management of the university.

The questionnaire consists of two sections. *In the first section*, respondents will be asked to provide data about the selected demographic variables. *In the second part of the questionnaire*, respondents will be asked to provide data the extent to which political considerations influence organizational processes such as pay determination, promotion, disciplinary penalties and interdepartmental cooperation; the levels in the organization in which they consider political activities to be most prevalent; and how they felt about politics in terms of their impact on organizational effectiveness, the success and effectiveness of executives in organizations, and the general effect.

Thanks so much in advance! ,

Assefa Tsegay

Section Pone: Questions related to Demographic Variables [tick your choice]

- A. Gender: Male ☐ Female ☐
- B. Age: less than 36 ☐ 36-44 ☐ 45-54 ☐ 54⁺ ☐
- C. Level of education: Certificate ☐ Diploma ☐ Degree ☐ Master
 Doctorate ☐
- D. Length of Service Year: 0-5 ☐ 6-10 ☐ 11-20 ☐ 21-30 ☐ 31⁺ ☐
- E. Marital Status: Single ☐ Married ☐

Section Two: Questions related to Organizational climate. Please tick your choice

Behavioral Strategies

Statement	SD	D	Not sure	A	SA
Administrators at AAU tend to build/ cultivate friendship / themselves up by tearing rivals down					
In this university, sharing useful information among employees is not a common practice					
In AAU, agreeing with powerful administrators is the best alternative					
At this University, doing favor to the influential group of administrators [boss] is best practice					
Individuals form coalition/ alliance /. So, sometimes it is easier to remain quiet than to fight the system at this university					

Political behaviors are the enactment of tactical influence by individuals that is based on strategic goals, rational and deliberate attempts to promote one self that can either be at the expense of others or in the support of others. What are the behavioral strategies employed by the employees in this university to share the scarce resources? Comment on it._____.

Delegation of Authority

Statement	SD	D	Not sure	A	SA
In AAU, the right person is placed at the right position					
In this university, every and each employee has equal opportunity to have position [authority]					
In AAU, delegation of authority is not a big deal because priority is given to the work being performed					
Employees having good relationship with the influential group of administrators secured power					
Authority is being delegated to employees based on merit and performance					

You can comment, as per your opinion, how authority is being delegated in each and every departments, units, faculties, institutes and colleges at all level here in Addis Ababa University?_____

_____.

Trust Climate

Statement	SD	D	Not sure	A	SA
At AAU, telling employees what they want to hear is sometimes better than telling the truth					
There is high degree of trust environment throughout Addis Ababa University					
Employees at this university are encouraged to speak out frankly					
Members of my work unit trust each other with confidence					
In AAU, it is hard to tell what one must do to get ahead					

In general, with the practice and experience you have in this university, comment on the trust-in-supervisor and willingness to help coworkers _____

_____.

Resource Allocation

Statement	SD	D	Not sure	A	SA
Administrators at AAU allocate resources, facilities and equipments fairly to the respective bodies					
In this university, Opportunities and scarce resources are equitably distributed to all employees					
In AAU, always there is conflict in resource allocation					
At this University, the practice of Equal Employment Opportunity[EEO] is widely applied					
In this university, there are well establish rules and regulations with respect to resource distributions					

As per your opinion, explain how resources are being allocated in this University such as facilities, equipments, opportunities and budget in this university?_____

_____.

Immediate Supervisor

Statement	SD	D	Not sure	A	SA
At this university, employees have to follow what they are told than to make up their own mind					
In this university, my supervisor is cooperative, treats me well, and shows me how to do things					
In AAU, my superior makes me aware of strongly held values, ideals, and aspirations which are shared in common					
In this university, my supervisor actively involve in my careers path without a favor					
In Addis Ababa University ,my superior focuses on irregularities, mistakes, exceptions, and deviations from what is expected of me					

As per your opinion, comment on the relationship you have with your supervisor. Do you have strong relationship with your supervisor? Are you laughing heartily at your boss's jokes, even when they are not funny? Are you doing a favor to your boss in order to have good relation? _____.

Career Development

Statement	SD	D	Not sure	A	SA
I have a clearly established career path at AAU					
Feelings about the manner in which people get ahead primarily depends up on the merit of their work					
There is high opportunity for growing and updating myself in Addis Ababa University					
In AAU, promotional opportunities are unlimited. Hence, every employee have equal opportunity					
In AAU, I know exactly what to do to get promoted					

You can comment, as per your opinion, towards the practice of career development/advancement/ for employees at all level here in Addis Ababa University._____

Teamwork and Cooperation

Statement	SD	D	Not sure	A	SA
In Addis Ababa University, employees are very cooperative ,sociable and loyal to their colleagues					
In Addis Ababa University, employees like to be a member of one/another group to accomplish their task					
Each and every departments, units and faculties in Addis Ababa University are willing and cooperative in achieving the overall goal of the university					
In AAU, individuals are obstacles to their co-workers					
Overall, there is high team spirit in this university					

According to your opinion, comment on the team spirit and cooperation. How individuals help each other? Do you think one is the enemy of the other in this university?

Management Practice

Statement	SD	D	Not sure	A	SA
I do have a full confidence on the management practice of AAU with respect to promotion, rewards, recruitment, pay decisions because everything is done based on merit					
In AAU, employees involved in implementing decisions have a say in making the decision					
In AAU, if one performs well, there is appropriate rating, recognition, and reward					
Individual initiative to use their own mind for new methods and systems is encouraged in this university					
Overall, AAU's management is unbiased					

According to your opinion, explain the management practice of Addis Ababa University with regard to the different decisions such as recruitment, selection, placement, promotion, transfer, scholarship opportunity, career development, and others.

Organizational political skill originally referred to as competency involving the ability to exercise influence through the use of persuasion, manipulation and negotiation. More specifically, it is described as an interpersonal style that draws on keen social perceptiveness and the ability to change one’s behavior according to different situations and demands in a way that evokes trust, confidence, genuineness, and effectively influences how others respond. Overall, what is your comment why employees stimulate political behaviors and taking part in organizational politics in organizations_____

Overall, as per your feeling, how do you rate the employee’s perception of organizational politics in this university?

Low Level []

Medium Level []

High Level []

Appendix-II Respondents' profile as per their age, gender, and other factors

Sample	Gender	Age	Level of Education	Length of service year	Marital Status
1.	M	Less than 36	Master	0 up to 5	Single
2.	M	36 up to 44	Master	6 up to 10	Married
3.	M	Less than 36	Master	0 up to 5	Married
4.	M	Less than 36	Master	0 up to 5	Married
5.	M	Less than 36	Master	0 up to 5	Married
6.	M	Less than 36	Degree	0 up to 5	Single
7.	M	Less than 36	Master	0 up to 5	Single
8.	M	36 up to 44	Degree	0 up to 5	Married
9.	M	Less than 36	Master	0 up to 5	Single
10.	F	36 up to 44	Degree	6 up to 10	Married
11.	M	45 up to 54	Doctorate	11 up to 20	Married
12.	M	Less than 36	Master	0 up to 5	Married
13.	M	36 up to 44	Diploma	6 up to 10	Married
14.	M	Less than 36	Degree	0 up to 5	Single
15.	F	36 up to 44	Diploma	6 up to 10	Married
16.	M	Less than 36	Degree	0 up to 5	Single
17.	M	Less than 36	Degree	0 up to 5	Single
18.	M	Less than 36	Degree	0 up to 5	Single
19.	M	Less than 36	Degree	0 up to 5	Single
20.	M	Less than 36	Degree	0 up to 5	Single
21.	M	36 up to 44	Master	11 up to 20	Married
22.	M	36 up to 44	Degree	6 up to 10	Married
23.	M	Less than 36	Degree	0 up to 5	Single
24.	F	36 up to 44	Master	0 up to 5	Married
25.	M	45 up to 54	Doctorate	11 up to 20	Married
26.	M	Less than 36	Degree	6 up to 10	Married
27.	M	Less than 36	Degree	0 up to 5	Married
28.	M	36 up to 44	Master	6 up to 10	Married
29.	M	45 up to 54	Master	11 up to 20	Married
30.	M	Less than 36	Degree	0 up to 5	Single
31.	M	Less than 36	Master	6 up to 10	Single
32.	M	36 up to 44	Master	11 up to 20	Married
33.	M	36 up to 44	Master	0 up to 5	Married
34.	F	Less than 36	Diploma	6 up to 10	Married
35.	M	Less than 36	Master	0 up to 5	Married
36.	M	Less than 36	Master	0 up to 5	Single
37.	M	Less than 36	Degree	6 up to 10	Single
38.	M	Less than 36	Degree	6 up to 10	Married
39.	M	36 up to 44	Degree	6 up to 10	Married
40.	F	36 up to 44	Master	11 up to 20	Married
41.	M	36 up to 44	Degree	6 up to 10	Married