

**INFLUENCE OF ORGANIZATIONAL POLITICS ON JOB SATISFACTION IN
KENYA PORTS AUTHORITY, KENYA**


LILIAN MUKAI MULONZYA

**RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR AWARD OF THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES,
UNIVERSITY OF NAIROBI**

2021

DECLARATION


This research project report is my original work and has not been submitted for examinations or award of degree in any other University or Institution of Learning.

Signed  Date.....16th November 2021.....

LILIAN MULONZYA

D61/78014/2015

I declare that this research project has been submitted for examination with my approval as the University Supervisor.

Signed  Date **6th December 2021**

DR FLORENCE MUINDI

Senior Lecturer,

Faculty of Business and Management Sciences,

University of Nairobi

DEDICATION

The commitment towards this project has been made possible by the contribution of my parents and lecturers. It is through their sacrifice and support that this study reached its conclusion.

ACKNOWLEDGEMENT

My acknowledgement goes to my parents, lecturers, peers and work colleagues who made this project possible.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABBREVIATIONS AND ACRONYMS	Error! Bookmark not defined.ii
ABSTRACT	ix
CHAPTER ONE: INTRODUCTION	1
1.1.1 Organizational Politics	2
1.1.2 Job Satisfaction	2
1.1.3 Kenya Ports Authority, Kenya	3
1.2 Research Problem	4
1.3 Research Objective	5
1.4 Value of this Study	5
CHAPTER TWO: LITERATURE REVIEW	7
2.1 Introduction	7
2.2 Theoretical framework	7
2.2.1 Herzberg's Two Factor Theory	7
2.2.2 Job Characteristics Theory	8
2.2.3 Organizational Justice Theory	9
2.4 Factors Influencing Job Satisfaction	11
2.5 Empirical Review	15
3.1 Introduction	18
3.3 Target Population of study	18
3.5 Validity and Reliability	20
3.5.2 Reliability	20
3.7 Data Analysis	21
CHAPTER FOUR: FINDINGS, PRESENTATIONS, INTERPRETATIONS AND CONCLUSIONS	23
4.1 Introduction	23
4.2 Rate of response	23
4.3 GeneralInformation	24

4.3.1 Divisions of the respondents	24
4.3.2 Respondent's gender	25
Table 4.3 Gender of the respondents	25
4.3.3 Age range	25
4.3.4 Work experience	26
4.3.5 Education level	26
4.4 Organizational politics	27
4.4.1 General Political Behaviour	27
4.4.2 Go Along Get Ahead	28
4.4.3 Pay and Promotion	29
4.4.4. Job Satisfaction	30
4.5 Pearson Correlation	34
4.6 Regression Analysis	36
4.6.1 Model Summary	36
4.6.2 Analysis of Variance (ANOVA)	36
4.6.3 Coefficient	37
4.7 Discussion of the findings	38
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION	39
5.1 Introduction	39
5.2 Summary of findings	39
5.3 Conclusion	40
5.4 Recommendations	41
5.5 Limitation of the Study	41
5.6 Future Research	42
REFERENCES	44
APPENDICES	46
Appendix I: Letter of introduction	47
Appendix II: Questionnaire	48

ABBREVIATIONS AND ACRONYMS

KPA Kenya Ports Authority

UK United Kingdom

LIST OF TABLES

Table3.1 Population.....	19
Table 4.1 Response rate.....	24
Table 4.2 Division of the respondent.....	25
Table 4.3 Gender of the respondent.....	26
Table 4.4 Respondent's age.....	26
Table 4.5 Work. Experience.....	27
Table 4.6 Educational level	27
Table 4.7 General Political Behaviour.....	28
Table 4.8 Go along get along	29
Table 4.9 Pay and Promotion.....	30
Table 4.10 Compensation	31
Table 4.11 Job Characteristics.....	32
Table 4.12 Co-workers.....	33
Table 4.13 Supervisor Support	34
Table 4.14 Work Environment.....	34
Table 4.15 Pearson Correlation	35
Table 4.16 Model Summary.....	36
Table 4.17 Anova.....	36
Table 4.18 Coefficients.....	38

LIST OF FIGURES

Figure 2.1 Conceptual framework.....17

ABSTRACT

This study looks at the influence of organizational politics on job satisfaction in Kenya Ports Authority by determining organizational politics factors influencing job satisfaction in Kenya Ports Authority. For the phenomenon to be fully understood by the researcher, the theories found relevant to this study included Herzberg's two factor theory, Job Characteristics Theory and Organizational Justice Theory. Primary data from the questionnaire was computed using regression analysis. Similarly, the influence of organizational politics was evaluated using regression analysis in Kenya Ports Authority. Compensation, Job characteristics, co-workers, supervisor support and work environment sub-variables were applied to determine job satisfaction. The results demonstrated that General Political Behavior significantly influences job satisfaction in Kenya Ports Authority as demonstrated by p-value 0.005. In addition the results indicated that go along get ahead significantly influences job satisfaction in Kenya Ports Authority as illustrated by p-value 0.006. Similarly, the outcome indicated that there is a positive influence of pay and promotion on job satisfaction in Kenya Ports Authority as illustrated by p-value 0.000. The study concluded that General Political Behavior, Go Along Get Ahead and Pay and Promotion significantly influences job satisfaction in Kenya Ports Authority. This study therefore recommends to the KPA management to check the level of influence of organizational politics on job satisfaction as this will lead to improved performance. It will also be a point of reference for further studies.

CHAPTER ONE: INTRODUCTION

1.1 Background of Study

In the past thirty years, scholars studied a lot on precedents and consequences of organizational politics. Despite an abundance of organizational politics findings, various scholars argue that little has been done on the subject matter in that area of study (Parayitam, Bao & Olson, 2014). There exists two categories of study within work politics; -the first emphasizing on perceptions and the other is about political behavior tactics (Kapoutsis, Papalexandris, Thanos & Nikolopoulos, 2012). Perception of organizational politics is the level at which the respondent believes his/her work environment is politicized. Organizational political behavior is when employees' influence others in a way that is seen as political (Parayitam et al, 2014). Job satisfaction is how workers respond to specific work-related issues, resultant from affect and cognition. This satisfaction derived as one achieves work standards and the helpful relations of colleagues are part of the basis of job satisfaction (Wei, Liu, Chen & Wu, 2010).

This study is based on various theories, Herzberg's Two Factor Theory which defines duo factors which decide employees' work approaches and their performance level, which are motivating and hygiene (Robbins, 2009). Motivating factors being the intrinsic factors are believed to raise employee job satisfaction; as hygiene factors prevent any employee from being dissatisfied. Job Characteristics theory talks about work design which provides a set of implementing ideologies for job enrichment in an organization's setting (Hackman & Oldham, 2010). Organizational Justice Theory posits that individuals' reaction is different subject to decisions and actions taken by their organization. A person's perception of the said decisions as just or unjust to them influences personal reactions and hence their behaviours. Feelings of impartiality plays a central role in organizations since the effects of feelings of unfairness can affect job behaviors and attitudes. Justice in the workplace includes issues on perceptions as pertains to just salary, equal promotion considerations in grade including labour appointment procedures (Barsky, Kaplan, & Beal, 2011).

In Kenya, there is need to study organizational politics in government parastatals because of the need to understand how they affect job satisfaction for improved performance. The current study will focus on Kenya Ports Authority (KPA). In the recent times, organizations have been headed by managers that are appointed by the government of the day and they are believed to foster politically aligned strategies in organizations. Therefore, an organization is a social unit involved in contest for resources, leading to personal contests, therefore some tactics are employed by individuals and teams to benefit and meet their various needs (Molm, 1997).

1.1.1 Organizational Politics

Organization politics involves self-centered, crafty and controlling behaviour of workers against their organization and colleagues for personal benefits. These personal benefits may cost other staff or even organizational goals. Ferris and Kacmar (1992) explained that perceptions on politics is on how staff perceive other's interests. Self-serving actions might be part of the selective administration and manipulation of company guidelines.

Farrell and Peterson (1982) alluded that success in work politics practice is believed as leading to high levels in power, and once attained, there arises high opportunity for one to involve themselves in political behaviours. Organizational politics are behaviours occurring in a way that is informal in an organization and involves deliberate influential activities meant for guarding or enhancing one's profession when there are possible conflicting choices (Drory, 1993; Porter, Allen, & Angle, 1981)

1.1.2 Job Satisfaction

This is one of the vital components in an organizational setting since it is believed to be one of the determinants of productivity. When workers are satisfied, they generate superior quality goods and services hence leading to high levels of efficiency. In organizations, satisfied employees become more creative, innovative and are likely to make breakthroughs that allow an organization to develop and progress positively in the evolving market states (Mitchell et al., 2001).

Overtime, job satisfaction is becoming more demanding in the telecommunication industry due to numerous reasons such as attracting and retaining the right talent, manager-worker relations, competition, differences in supervisor-worker expectations, extra expense connected to hiring new staff, among others. Organization's requirement for strategic effort directed at more fulfilling current jobs is even more urgent to improve retention levels and bring down costs for increased turnover (Mitchell et al., 2001).

Job satisfaction can be demonstrated three-fold. First, it may be through a passionate response to a job circumstance. The just path to arrive at this decision with respect to job satisfaction is through directly observing the worker, especially the opportunity they get from working and how they execute their work. Also, job satisfaction could be demonstrated by how well they meet those desires. A sample on compensation plan can be equated to similar jobs done and be evaluated to create job satisfaction. Finally, job satisfaction is a mix of related attitudes (Gathungu & Wachira, 2013).

Job satisfaction at work is achieved through individuals motivating themselves (intrinsic motivation). Furthermore, individuals can be inspired by administration through pay, promotion, and acclaim (extrinsic motivation). Intrinsic motivation is particular job satisfaction variables viewed to be self-created components that impact workers among them are responsibility, opportunity to perform, extension to utilize as well as to create aptitudes like abilities, challenging work and chances for advancement. Extraneous job satisfaction factors are what is done for workers in an organization (Gathungu & Wachira, 2013).

1.1.3 Kenya Ports Authority, Kenya

A Seaport is an interface between two modes of transport normally operated commercially and provides areas where ships, boats dock to load and offload cargo or passengers. Kenya Ports Authority (KPA) is mandated to run all sea water ports in Kenya and the Inlands container Port. It was established in 1978 following the breakup of the East Africa Cooperation. KPA Mombasa also known as Kilindini Harbour is one of the most vibrant and modernized ports around the continent. It receives a myriad of ships and handles them, the cargoes are destined to the hinterland and neighbouring countries. Kilindini Harbour has 22 berthing areas, nine handling containerized cargo and thirteen handling general cargo (www.kpa.co.ke) accessed in June 2018.

The Kilindini Harbour is a gateway to Eastern as well as Central part of the African continent and is among the busy seaports in this region. There are 31 divisions and 3 branches in KPA, with a workforce of 6611. The port provides connectivity directly to over 80 ports in the world and is linked to vast hinterland via road networks (www.kpa.co.ke). Some of the major markets linked to Kenya are Western Europe, United Kingdom (UK), Asia, Middle East, the Americas and the rest of Africa, according to the organization website www.kpa.co.ke. Its annual cargo throughput is projected to reach a tonnage of 40 million by the year 2030. Its due to the foregoing, that the

ministry of Transport, through KPA, is fast tracking development of port infrastructure at Kilindini Harbour for expansion, also by dredging to achieve the right depth for berthing areas and also construct additional cargo terminals. Computerization programs are in place to enable faster and better cargo clearance. To revolutionize procurement the organization has started e-procurement which will ease purchasing. Introduction of biometrics in access points, staff time administration has also improved on accountability and logistics. The Port operates a 24-hour and seven-day week work system. Due to expansion of cargo handling KPA has other branches like Lamu, Kisumu, Naivasha, Shimonian and Nairobi.

1.2 Research Problem

Various scholars have studied organizational politics. Yilmaz (2014) studied perception of organization's politics and impression management behaviors of hotel jobs in Izmir, Turkey. The results showed that workers' discernment of work politics was important in determining impression management behaviour. Bodla, Afza & Danish (2014) studied the relationship between organization's job performance and politics in Pakistan. The results showed that discernments of social exchange wholly support the connection between perceptions of work performance and organizational politics. Labrague et al. (2017) studied perception of work politics and expected nursing staff stress as well as fatigue levels, planning to leave and job satisfaction. Nursing staff in private owned as well as public hospitals understood moderately the organizational politics levels. Positive relationships between perceived organizational politics as well as stress, planning to leave and fatigue as a result of work were identified. Negative correlation was found between perceived job satisfaction and organizational politics. These two studies show that organizational politics negatively affect job satisfaction. Therefore I will seek to study the influence of organizational politics and job satisfaction since the above studies were negative for nursing staff. My study is in a maritime environment in a government owned organization. Initially people believed that government organizations are not for profit organizations but currently parastatals are expected to be efficient and hence revenue generating.

Lately, state human resources are becoming valued assets as they support communication between most stakeholders such as, political class, citizens, grass-roots associations, businesses, lobby groups and finally levels within the government hierarchies (Saxena et al, 2015). Also, Zaidi and

Gull (2012) recommended that discernments of organizational politics correlate negatively to work satisfaction levels in the health industry. The author acknowledged there was a negative relation between the perceptions in work politics and job satisfaction. The more developed the perception of work politics will lead to a lower levels of work satisfaction and lower awareness in work politics leading to increased level of satisfaction.

Locally, Kiptoo (2015) studied how organization work politics influences job performance with a focus on East African Breweries Ltd and found out that work politics within the scopes of leadership, group's orientation as well as organizational configuration contribute majorly in performance of jobs. Gitonga et al (2016) examined the determining factors of performance of jobs in Kenya Ports Authority. The outcome indicated that Personal traits, organization's characteristics and motivational factors (job satisfaction) as elements of job performance had substantial and strong results on work performance in the Kenyan Port. Mulera (2011) studied the influence of management practices on job retention and established various challenges that were facing KPA such as upward mobility of jobs and poor management. From the foregoing, there are scanty studies which have been done in Kenya that show a direct correlation between work politics and job satisfaction. Therefore, the study seeks to answer:- What's the influence of organizational politics on job satisfaction in Kenya Ports Authority?

1.3 Research Objective

The objective is to determine the influence of organizational politics on job satisfaction in Kenya Ports Authority.

1.4 Value of this Study

It will enable KPA management to check the level of influence of organizational politics on job satisfaction which will lead to improved performance. Subsequently, they will put in measures to contain or reduce organizational politics amongst the staff as it directly affects organizational performance. The study will also guide in policy formulation on the factors that determine politics influence in the decision making in parastatals. In the recent days, the productivity of parastatals in Kenya has continued to worsen because of perceived politics at workplace that has been affecting performance of their jobs. The study will assist other scholars as a reference point in

literature, advancement in research methods, and as a motivator in organizations to motivate their staff. It will also aid future studies in the related disciplines of this study.

Kenya Ports Authority has no policy on organizational politics, however it has a strong value system and manual to guide on interpersonal relations at the workplace. Work politics play a big role in the organization and hence there is need to be part of the policies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter includes summaries of studies done previously and their findings in organizational politics and job satisfaction. It's also a review of literature on organizational politics and job satisfaction. It also looks at major theories this study is anchored on.

2.2 Theoretical Framework

The section looks at the theories that support this study. In particular, theories reviewed are Herzberg two factor theory, Job Characteristics theory and Organizational Justice theory. The review is done with a comparative scholarly look over time.

2.2.1 Herzberg's Two Factor Theory

Herzberg defines two factors used to decide on employees' working attitudes as well as their levels of performance, namely motivational as well as hygiene factors. Motivational factors being the intrinsic that raise employee job satisfaction; as hygiene factors are the extrinsic ones and they prevent employees from dissatisfaction. Further, Herzberg acknowledged that availability of hygiene factors does not lead to employee job satisfaction. To raise productivity of the employees, motivational causes should be fully addressed (Robbins, 2009).

At work, Herzberg's theories brought many other factors for measurement of individual motivation compared to Maslow's hierarchy model which argued that satisfying the most basic needs (extrinsic or hygiene factors) would not motivate them to exert high energy, but would then prevent them from discontent. For workers to be motivated high-level needs (intrinsic or motivation factors) should be applied. Main reason for an organization to apply this theory is to meet employees' external or hygienic factors that would prevent employees from dissatisfaction and also to motivate them to exert more energy towards high productivity. For motivation of employees, companies should endeavor meeting inherent or motivational factors (Robbins, 2009). Herzberg's theories have been used largely by motivational scholars from various trades during different times. Herzberg's Two-Factor Theory also has provided a mix of a person's intrinsic as well as extrinsic motivational factors so it has widely covered other motivational theories (Borkowski, 2011).

Herzberg's study is limited to Accountants and Engineers. This theory is not conclusive because the professionals or the white collar workers would like more of responsibilities and jobs that challenge them. But the general workers are motivated by pay and other benefits. The effect of hygiene and motivational factors may totally be reverse on some other categories of workers.

2.2.2 Job Characteristics Theory

This is a work-design theory. It gives "a set of ideologies which enrich organization's jobs," (Hackman & Oldham, 2010). The original theory version of it had proposal of a model of 5 "core" work characters (i.e. task significance, skills variety, task identity, feedback as well as autonomy) as that affect:-motivation, satisfaction, performance, job turnover and absenteeism as five related work outcomes through three psychology states:- experienced responsibility, experienced meaningfulness, as well as awareness of results(Hackman & Oldham, 2005).

This theory has various moderators among them growth and need strength. It's that strength in a person's need or drive to a person's achievement, need to learn as well as development. The theory moderated the relation between main work features and mental states, and also the relation between mental state and therefore outcome(Pierce, Jussila& Cummings, 2009). Secondly, the knowledge level and the skills possessed by the staff can foster a relationship between the mediators and job characteristics as well as results. For motivating jobs, enough knowhow as well as skills may lead to an experience of the critical psychological states and may result to better outcomes, while inadequate knowledge and skills depress the psychological states and may lead to more weak results. The other moderator is dissatisfactory jobs that may not allow staff to undergo the psychological states at all, thus both knowhow and skills have nil effect (Humphrey, Nahrgang & Morgeson 2007).

Past studies which tested this theory disclosed that the propositions related to intrinsic motivation and job satisfaction are weakly supported. Propositions concerning productivity were not supported at all. Besides, the controlling effects of growth need strength on the relationships between job characteristics and outcome measures were however exaggerated. It was found that descriptions of the job characteristics, especially skill-variety, were not well stated and it was suggested that this was partly the reason for the failure of many studies to identify independent

job characteristics. The model didn't consider skill-utilization as an important factor of job outcomes and it also made unnecessary assumptions about the strength of association between objective and perceived job features. The effects of these weaknesses in the model for job design were briefly discussed.

2.2.3 Organizational Justice Theory

Justice also referred to as fairness is that feeling that an action or decisions are ethically acceptable, it's defined according to religion, ethics, equity, fairness, and also laws. Human beings are always naturally attentive to fairness of circumstances or happenings in their daily life, in many ways. It's an individual's understanding of the activities and choices taken by management on a daily basis. A person's individual perception of decision making taken either as just or unjust can affect that person's consequent attitude and behaviour. Justice is critical to organizations because the consequences of perception of unfairness can affect work attitudes and behaviours. Fairness in organizations includes issues such as views on reasonable pay, fair chances for promotions, and staff selection processes (Tabibnia, Satpute, & Lieberman, 2008)

Justice in institutions is understood as a multi-dimensional concept. It proposes four components: - procedural, distributive, informational and interpersonal justice. Similarly, studies suggested that the significance of affect and emotion in appraising of justice of a situation as well as one's behavioral and attitudinal reaction to a situation (Barsky, Kaplan, & Beal, 2011). A lot of literature in industrial or organizational psychology has theorized organizational justice and other closely related outcomes. The perceptions of fairness influence many major organizational results such as motivation (Latham & Pinder, 2005) as well as job satisfaction (Al-Zu'bi, 2010)

Barksy et al.(2011) provided a model which explained purpose of affect and emotion at different appraisal stages as well as reactions in justice perception creation, they went ahead to illustrate that injustice is commonly an affect-laden and experienced personally. Affect and emotion are some of the responses to apparent unfairness, scholars have proved that the higher the perception of unfairness, the more the possibility of experiencing adverse emotions. Affect acts as a go-between for perception of justices and actions taken to address the perceived injustices. Barsky and Kaplan (2007) carried out analysis on this and explained that state and attribute levels of affect

can affect one's understanding of justice. Their findings of Barsky and Kaplan showed that both state and trait level negative affect can act as backgrounds to justice perceptions. State and trait level negative affect are negatively linked to procedural, interactional and distributive justice perceptions. Equally, trait affectivity and positive state were linked to higher levels of procedural, distributive and interactional justice (Barsky& Kaplan, 2007).

2.3 Organizational Politics Factors

Work politics demonstrate self-benefiting, divisive as well controlling conduct by workers towards the institution based on each personal benefits. The said personal benefits are normally at the expense of their colleagues equally they might make part of the management objectives. Ferris and Kacmar (1992) explained that discernment of political issues in the workplace is subject to others' self-interests. Self-interested exercises might get a chance to be incorporated in biased and selective administration of procedures. Kacmar and Carlson (1997) presented a 15 point scale based on political behaviours, go along-get along, pay and promotion or rewards are subjected to a five purpose Likert scale.

2.3.1 Political Behaviour

This is when the employees behave or act in a political manner. This depicts workers' self-benefiting ways to attain intended results. Political actions thrive under some circumstances. Lack of guidelines, which portrays in the absence of direction to define regulations given to the staff by the organization, they create their own jobs. Workers create such strategies that provide their personal returns. However, strategies provide satisfaction to the policy makers specifically(Kacmar& Carlson, 1997).

When decisions are made under uncertainty conditions one may depict political inspiration (Drory&Romm, 1990). Sometimes decisions are centered on unclear or even ambiguous data hence manager has to apply his personal knowhow for interpretations of the available information. Ambiguous or inadequate information could be understood differently leading to ineffective results which may seem politically motivated. Insufficient valuable resources may mean that people working there have to exert more effort for those resources. The workers may be involved in conflicts and employ different influence strategies to benefit by achieving their own objectives in various methods (Molm, 1997). The attractiveness and instant advantage from resources will lead the decision maker to like participating in political actions (Drory&Romm, 1990).

2.3.2 Go Along, Get Ahead

These are the silent activities of the workers. Further it's explained that staff achieve individual behaviour through these seemingly silent activities. Workers may not like to be involved in any quarrels with those in organizational politics and will just want to silently fulfill their self-interests. The workers accomplish their desires by remaining silent and through passive behaviours which in itself is a type of political behaviour. It's a reasonable and profitable approach for getting personal-benefits when working in a political environment (Kacmar & Carlson, 1997). Sometimes behaviors can be exhibited by workers by effectively staying quiet. Some staff have tried to gain individually without attracting much attention from colleagues. Workers stay silent or show a more passive attitude to be able to benefit under various conditions (Drory, 1993).

2.3.3 Pay and Promotion Policies

Under this an organization acts politically by how procedures such as performance management may be related to salaries as well as promotion procedures in their firms. However, it's proved both performance management and promotion hierarchy mostly are much more political naturally. Ferris and King (1991) explains that management is prone towards providing greater ratings to those workers doing favours to seniors, giving more help and constantly showing interest in the personal lives of those seniors. If sycophantic behaviours are compensated, it is possible they will be repetitive (Kacmar & Carlson, 1997).

2.4 Factors Influencing Job Satisfaction

Being well versed with the factors that support job satisfaction is vital since it will help to point out the reasons and the actual areas of dissatisfaction at the workplace. Additionally, changes occurring in the organization and adjustments of organization structure, managerial policies and job design can be improved to increase the level of workers' job satisfaction.

2.4.1 Job Security

It is very important for an employee to feel secure and safe within the employment settings. Aspects such as feeling vulnerable, susceptible, feeling of weakness and even helplessness while at work reduces job satisfaction which may affect one's output at work.

Job security deals with one having a guarantee for the job. This is being assured that one's job will be there overtime. Safety is important to an employee so that they are safe or even feel protected in the work environment. Some Job characteristics like susceptibility, vulnerability, helplessness and feeling of weakness do not inspire job satisfaction. To impact on job security these factors such as good open communication and good relations with one's seniors as well as juniors, safety of machinery, safe working environmental conditions, and equipment that individuals utilize to work, provision of incentives including other benefits and fairpay subject to how they perform their jobs must be available. Complete job satisfaction is somehow correlated to security of the job (Hong, Hamid, & Salleh, 2013).

2.4.2 Opportunities to utilize skills and abilities

In the workplace, workers are satisfied in the presence of chances to make use of their abilities as well as skills. Since they underwent various training then there is need for them to access the opportunities where they can make actual use of those trainings that they have. If Employees are unable to showcase their abilities as well as skills within the workplace, then they tend to be dissatisfied with their jobs (Grover & Wahee, 2013).

2.4.3 People Management

Managing of people is equally important among other management's aspects. This is derived from the realization that workers in the organization and that organization are one and the same. When a business is well run it considers its ordinary workers as the main basis of benefits. Such organizations recognize the workers and not money as the main investment and as the basis to the growth of the business.

For the firm to attain its goals and objectives, organization cultivates an atmosphere of reassurance and support by defining policies leading to employees' satisfaction. To satisfy human resources the organization has to pay close attention to those workers with high motivation. Those workers with high motivation then foster trustworthiness or commit to the organization leading to higher efficiency and low turnovers (Parvin & Kabir, 2011).

2.4.4 Compensation

Compensation is the money paid to the workers by the organization as compensation for the work done by them for the employer. Monetary pay and other incentives are the most important reason that employees' offer their services. They draw their satisfaction from those jobs if they get adequate compensation that is adequate to sustain their lives.

When employees are promoted or get pay increases, this gives them great satisfaction. Pay and benefits is top of the factors in determining job satisfaction in comparison to its main factors (Nao & Barua, 2014).

2.4.5 Supervisor Support

As staff work, they always require to be guided, directed and proper management from their superiors. This support from superiors is one of the critical factors for employees to be retained and to be able to perform in their areas. Supervisors' support is the level upto which the supervisor or management express due care towards the welfare of their employees and to recognize those contributions.

As workers receive assistance, support, and care from their supervisor, they feel their efforts are recognized by management hence, this therefore leads to more satisfaction with their work(Neog, &Barua, 2014)

2.4.6 Working Environment Conditions

Work environment factors may affect job satisfaction, since workers would like their work environmental surroundings to be favorable. These Are the furniture, equipment for offices, machines and implements. The workers tend to be more satisfied, when the productivity levels go up, as a result of a better work environment.

As employees get hired, they mostly prefer work environments that will help improve their productivity. However, if workers do not find the work environment conducive, this will not appeal to job satisfaction(Grover &Wahee, 2013)

2.4.7 Job Characteristics

Some certain work characteristics should be considered, since workers may need to establish the approach of job satisfaction. They are skills mix, task identity, task relevance, autonomy of the

task and also feedback; the above traits have impacted on these three important psychological situations;experienced responsibility for outcomes, experienced meaningfulness and knowledge for the actual results.

Employees May have the knowhow with the presence of these characteristics which can help in improving productivity hence impact on job satisfaction, motivating staff and absenteeism (Kumari, Joshi, & Pandey, 2014).

2.4.8 Relationship with colleagues

Within organizational hierarchies, it is critical that staff foster good relations with their colleagues. It is important to cultivate a climate around the work environment where peers are able to relate with each other in relaxed and casual ways. Sociable and pleasant work relations among colleagues enable the staff to work in a fulfilling way.

When managers have guided staff about how to perform their job, and some of the staff need clarification, it will be possible for them to refer to their co-workers and seek help if need be. Good working relations between staff will lead staff to increase production, output, and hence improve satisfaction(Kapur, 2015).

2.4.9 Flexibility to work life balance

Employees have several other commitments apart from the work itself, including taking care of their families, their households and other chores.Sometimes a worker may feel that performance of their work and those personal commitments are not so burdening for them and are able to balance the two will lead to job satisfaction.

Alternatively, if it is hard for one to handle both work and other commitments this builds pressure, leading to them being dissatisfied. These commitments which require his attention overtime feel like hindrances to the staff as they perform their official assignments(Grover &Wahee, 2013).

2.5 Empirical Review

Parayatim, Bao and Olson (2014) studied political behavior, trustworthiness, commitment and job satisfaction. They sought to study the effect of trustworthiness against the discernments of organizational politics as well as organizational outcomes. The study focused on moderators that

can decrease negative effects. The sample size was 249 employees in Chinese organizations, studied in 2009. Numerous as well as moderated hierarchical regressions were utilized in this analysis.

The study found that trustworthiness neutralizes the adverse impacts of organizational politics on job satisfaction, affective and normative commitment. The above results supported how significant it is fighting the undesirable impacts already in most organizations.

Iqbal, Javed and Rawwas (2018) studied the perceptions of politics as well as work outcomes: regulating roles of Islamic work ethics. The study sought to magnify prior studies of motivation as well as religion's ethic by investigating the moderation outcome of Islamic work ethics on the relation between perceptions of politics, job satisfaction, intention to leave, as well as negligent conduct. A sample of 260 workers across many industries in Asia featured in the study. Multiple linear regression analysis was employed to test the major impact of the five hypothesis. Also, moderated models were utilized to bring out influences of Islamic work ethic influencing the relationship between independent and dependent variables. They found out that perception of politics was inversely correlated to job satisfaction, but had a positive relationship with intention to leave as well as negligent behaviour.

Horchwater, Blass, Rogers and Ferris (2009) studied the relationship between job limiting pain, political skill against job satisfaction as well as organizational membership conduct. The study found out that political skill is reinforced as a neutralizer towards stress as a result of job limiting pain. Job satisfaction together with organizational citizenship scores decline as pain increases for those with low levels of political skill. Increased job limiting pain has little effect on satisfaction and citizenship for those with high levels of political skill. The data was collected exclusively via a survey; however, tests indicated that multicollinearity did not cause outcomes to be inflated.

Muhammad (2009) studied background of work political perception in Kuwait industries. The study examined three sets of experiences of organizational political perception: organization level, job-work context, as well as personal experiences. The study data was sought from 206 full-time Arabian workers from seven Kuwait organizations as well as four classes of businesses namely financial services, investment, real estate including communication. The outcome revealed that

jobs context as well as hierarchical level factors were major forecasters of discernments on organizational politics. Nevertheless, opposed to the prior research findings, formalization and concentration of businesses did not have a major effect on work political perception.

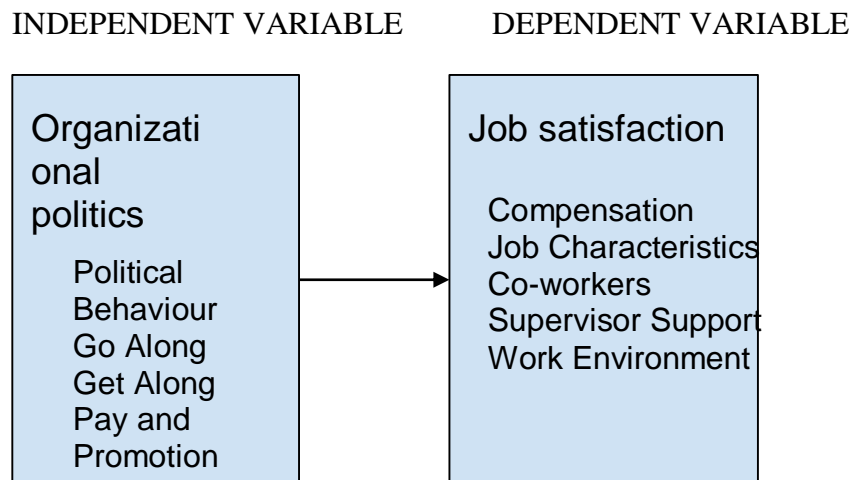
Jami, Sheikh, Anis & Mustaffar (2011) conducted a multi sectional study which covered the direct as well as collective impacts of political ability and political perceptions of job associated results. For work results contextual performance, specific occupational stress, intending to leave and affective commitment were used. For this purpose 300 jobs were chosen from both information public organizations and private ones in Pakistan. Outcomes indicated a critical distinction among contextual performance and those intending to leave for mutual impacts of political skills as well as perceptions of work politics.

Gbadamosi and Chinaka (2011) analyzed impact of work politics, intention to leave and organizational commitment on job effectiveness and efficiency under academia. Model of the study included 200 staff chosen by random sampling from Babcock University. Respondent's ages ranged from 25 up-to 53 years. Ex post facto design was employed. Three variables were used that included recognitions about work politics issues scale, organizational commitment scale, and turnover intention scale. Level of performance was measured through respondent's twelve-month job execution assessment report card. The outcomes showed strong relationships between work political issues and planning to leave, job effectiveness and work commitment as extremely critical to the organizational success whereas perceived organizational politics issues influences practices of jobs in a negative way.

2.6 Conceptual Framework

Conceptual framework depicts the relationship between the Independent variable and the dependent variable as presented in Figure 2.1 below:-

Figure 2.1: Conceptual framework



Source: Researcher (2020)

From Figure 2.1 above it is clear that organizational politics influences job satisfaction

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The area depicts the methodology followed in attaining the purposes of the work. The subclasses are target population, research design, sample size as well as sampling procedure, instrument validity, data collection, reliability and analysis of data.

3.2 Research Design

Descriptive survey design will be used for this research. As stated by Cooper and Schindler (2003) descriptive study design is a system for gathering data through interviewing or administration of questionnaires to a sample of respondents. It could be utilized if one is gathering data on people about their attitudes, opinions, habits or any of the varieties of training and social matters (Orodho & Kombo, 2002).

3.3 Target Population of study

Mugenda and Mugenda (1999), defined target population to be the whole number covered for the study. The total population to be studied in KPA is 6611 employees as at June 2017, according to www.kpa.co.ke (June 2017). There are 1300 management staff and 5311 unionisable staff as shown in Table 3.1.

Table 3.1: Target population

No.	Category	Total	Sample
Population			
1.	Senior Management	500	26
2.	Middle Management	800	46
3.	Junior staff	5311	305
		6611	377

3.4 Sample Technique and sample size

Since the whole population cannot be studied and that population is well known, a sample is chosen through random sampling method. Slovin's formula will enable the researcher to examine the populace with a preferred level of accurateness (Stephanie, 2013). Slovin's formula was used to calculate the sample size. For the level of accuracy, a confidence level of 90% was applied as suggested by Kothari (2004), that is to mean there will be 90 chances in 100 (or .90 in 1) and that this model results represents the true feeling of the populace inside a specified accuracy collection against 5 chances in 100 (or .05 in 1) that it does not. Using the Slovin's formula will be done as follows:

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

Where n=Total Sample

N= Population

e= Margin of error

The total population size of this research is 6611. A sampling error of 5% will be taken and then the sample size will be:

$$n = 6611 / (1 + 6611(0.05^2))$$

$$n = 6611 / (1 + 6611 * 0.05^2)$$

$$n = 6611 / 17.52$$

$$n = 377.34$$

Therefore, the sample size will be approximated to 377 respondents

3.5 Validity and Reliability

3.5.1 Validity

Validity is the level to which analysis of test scores is supported by evidence and theory intended by the use of tests. Validity of instrument is the degree at which its assumed to measure that which it is intended to measure. As stated by Mugenda and Mugenda (2003), validity means the correctness and significance of inferences, which are based on research outcomes. It's also the degree with which outcomes obtained from examination of information really represents those variables of the study. The study instruments will be validated in terms of content and face validity. Content correlated method will measure specific questions that reflect the particular areas covered. (Mugenda et al, 2003)

3.5.2 Reliability

Reliability means the capacity of study instruments to reliably be able to measure the features of importance overtime. It is the level at which a study instrument may yield reliable or consistent results or information upon repeated trials. In the event, a researcher will administer an investigation to a subject two times and they get similar scores on subsequent tests similar to the initial test; at that point it means presence of reliability of the subject instrument (Mugenda & Mugenda, 2003).

During this study, reliability will be verified by an investigation and a repeat test on 10 subjects apart from the above sample. This will be accomplished by the first set of 10 questionnaires administered to 10 respondents, and later on retested after one week. After that a normal response will be scored out of the issued questionnaires based on Cronbach's alpha computation. When a value of 0.7 is achieved, the questionnaire will be acknowledged useful.

3.6 Data Collection

The research is based on primary data. The Data is to be attained by administering structured and semi-structured questionnaires which will be issued to staff and also collected by the researcher. Close-ended questions will be used which will capture the respondents' perception of the different variables. A 5-point Likert Scale will be used where **1** will be strongly agree while **5** will be strongly disagree. Section **A** will explain the general information (demographics), section **B** will expound General Political Behavior, section **C** will highlight on Pay and Promotion, section **D** will look at Get Along Go Ahead and section **E** will discuss Job Satisfaction.

3.7 Data Analysis

Responses will be analyzed vide SPSS (Statistical Package for Social Sciences 20). Regression analysis will be used to show the linearity of the dependent and independent variables while correlation analysis will be applied to show the nature of the relation between the organizational politics and job satisfaction

The Regression Model will be as follows;

$$Y = \alpha + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \varepsilon$$

Where

Y = Job Satisfaction

x₁ = General political behavior

x₂ = Go along get ahead

x₃ = Pay & promotion

α = the constant term

β₁; β₂; β₃ = coefficients

ε = Error term

3.8 Operationalization of Study Variables

For the variables to be operationalized, indicators to be used will be aided through the five point Likert Scale that range from 1 to 5. The rating scale from 1 being strongly agree to 5 being strongly disagree. That scale was chosen based on the fact that opinions, beliefs are obtained on a topic being addressed whereby an honest answer cannot be achieved (Chimi & Russel, 2009).

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This area will present results from the analyzed data, presentations, interpretations and discussions on the same.

4.2 Rate of response

The sample size was 377 senior management, middle management and junior staff from the Kenya Ports Authority. Each was presented with a questionnaire which had questions relating to the influence of organizational politics on job satisfaction in Kenya Ports Authority. 70 questionnaires were returned duly filled. The response rate was 71% as illustrated in Table 4.1

Table 4.1: Response rate

Respondents	Frequency	Percent
Response	70	18
Non Response	307	72
Total	377	100

Source: Author, 2021

As evident from Table 4.1 this represents a reasonable number hence the results of these studies are generalizable to the related sectors.

4.3 General Information

4.3.1 Divisions of the respondents

The respondents were classified as divisions as shown on the table 4.2 below

Table 4.2: Divisions of the respondents

Divisions	Frequency	Percentage
Corporate Development	4	5.7
Engineering	13	18.6
HR	12	17.1
Infrastructure	11	15.7
Finance	10	14.3
Operations	14	20.0
Legal	6	8.6
Total	70	100

Source: Author, 2020

The result in Table 4.2 shows that 5.7% of the respondents are from Corporate, 18.6% from Engineering, 17.1% from HR, 15.7% from Infrastructure, 14.3% from Finance, 20% from Operations while 8.6% from Legal division. The analysis implies that all the divisions were represented in the study and hence the study can be generalized for KPA.

4.3.2 Respondent's gender

The respondents were classified as male and female as shown on the table 4.3 below

Table 4.3 Gender of the respondents

Gender	Frequency	Percent
Male	39	55.7
Female	31	44.3
Total	70	100.00

Source: Author (2020)

From table 4.3 above the findings indicated that majority 55.7% of respondents are male while the minority of respondents is female 44.3%. The analysis implies that though men were more than women, the difference is not significant to warrant bias in the study.

4.3.3 Age range

The respondent's age information was found as in table 4.4

Table 4.4 Respondent's age

Age	Frequency	%
18-30 Years	12	17.1
30-42 Years	24	34.3
42-50 Years	29	41.4
Over 50 Years	5	7.1
Total	70	100.0

Source: Author, (2020)

The results in Table 4.4 depicts that 17.1% of the responders are aged 18 to 30 years, 34.3% are 30 to 42 years, 41.4% are between 42 to 50 years and 7.1% are 50 years and above. Most of the respondents range within the ages 30 to 50 years (75.7%). The analysis implies that majority of the employees at KPA compose of more mature and responsible staff who can be entrusted with the organization's assets without any doubt of service delivery.

4.3.4 Work experience

The work experience of respondents were recorded and the results are in table 4.5

Table 4.5 Work experience of the respondents

Work Experience	Frequency	Percentage
Below 5 Years	13	18.6
5-10 Years	19	27.1
11-15 Years	11	15.7
16-20 Years	20	28.6
Above 20 Years	7	10.0
Total	70	100.0

Source: Author, (2020)

The results in Table 4.5 shows that 18.6% of the respondents have served for up to 5 years and below, 27.1% have served between 5 to 10 years, 15.7% have served between 11 to 15 years, 28.6% have served between 16-20 years while 10% have served for 20 years and above. The majority (38.6%) of respondents have served for long (16 years and above) in the KPA.

4.3.5 Education level

The education level of the respondents were recorded and the results are in table 4.6

Table 4.6 Education level of the respondents

Education Level	Frequency	Percentage
Certificate	13	18.6
Diploma	14	20.0
Graduate	28	40.0
O'Level and below	15	21.4
Total	70	100.0

Source: Author, (2020)

The results in Table 4.6 shows that 18.6% of the respondents have attained certificate level of education, 20% have attained diploma, 40% have attained graduation, while 21.4% have attained O level and below.

4.4 Organizational politics

This was considered into three sub-variables and these included Political Behaviour, Go Ahead Get Ahead and Pay and Promotion. The respondents were asked to rate the organizational politics using a likert scale of 1 to 5 where 1 = strongly agree, 2 = agree, 3= neutral, 4=disagree while

5=strongly disagree. The scale of less than 1.5 is a Standard Deviation of 1 .5 – 2.5 = Disagree
 2.5. – 3.5 neutral 3 .5 – 4.5 agree and over 4.5 is Strongly Agree.

4.4.1 General Political Behaviour

Statements related to General Political Behaviour were made and the findings are in table 4.7

Table 4.7 General Political Behaviour

Statements	N	Mean	Std. Dev.
Guidance in form of rules and regulations	70	4.4286	.73369
Participation in own rules and regulations in the organization to favor a particular standpoint	70	2.4286	.73369
Making decision with incomplete and inadequate facts after influence	70	2.7143	.88699
Decision making through the help of an influential person	70	2.8571	.83901
KPA undertakings are sometimes influenced by politics whether internal or externally	70	3.0000	.53838
KPA is a political organization in my level of engagement	70	2.5714	.73369
Grand average/mean	70	3.0000	.53085

On the statement of guidance in form of rules and regulations the respondents strongly agreed with a score mean of 4.4286. Regarding the statement of making decisions with incomplete and inadequate facts after influence, the respondents are neutral as shown with a mean score of 2.7143. Similarly the respondents were neutral with the statement of decision making through the help of an influential person as demonstrated by a mean score of 2.8571. The statement of KPA undertakings are sometimes influenced by politics whether internal or externally, they were neutral as demonstrated by a score of 3.0000 and finally the statement of KPA is a political organization in my level of engagement, the respondents were neutral with a mean of 2.5714. With regard to the statement of participation in own rules and regulations in the organization to favor a particular standpoint, respondents do not agree as shown by a score mean of 2.4286. The analysis implies that the respondents were neutral that there is an influence of General Political Behavior on job satisfaction in Kenya Ports Authority as demonstrated by Grand average/mean of 3.0000.

4.4.2 Go Along Get Ahead

Statements related to go along get ahead were made and respondents allowed to choose between 1-strongly agree (SD) to 5-strongly disagree (SA). The findings are in table 4.8

Table 4.8 Go Along Get Ahead

Statements	N	Mean	Std. Dev.
Do you engage in any confrontation with a work mate that is politically centered?	70	2.8857	.92537
Given a chance to go slow to attain a certain objective at your division will you participate?	70	2.4143	1.62849
Have you tried to secure personal benefits without drawing any attention to yourself in your division?	70	2.7143	.88699
Have you ever kept silent or shown a passive attitude in order to prevent individual benefits in some circumstances?	70	3.1714	.86764
As a job, do you agree that you never want to speak up when you have grievances?	70	2.4714	1.18837
In your opinion, to what extent do you agree that organization politics affect the relationship between supervisors and their staff	70	3.0000	.93250
In your assessment, do you agree that all jobs are treated the same?	70	2.1429	1.82006
Average/Mean	70	2.6857	.37093

Statements related to go along get ahead included the question of do you engage in any confrontation with a work mate that is politically centered; the respondents were neutral with a score of 2.8857. In your opinion, to what extent do you agree that organization politics affect the relationship between supervisors and their staff, the respondents were neutral as demonstrated by a score of 3.0000. Have you ever kept silent or shown a passive attitude in order to sustain individual benefits? In some circumstances, the respondents were neutral by a score of 3.1714. Given a chance to go slow to attain a certain objective at your division will you participate, the respondents do not agree by a score of 2.4143. Have you tried to secure personal benefits without drawing any attention to yourself in your division, the respondents are neutral by a score of 2.7143. As a job, do you agree that you never want to speak up when you have grievances; the respondents disagreed as shown by a score of 2.4714. In your assessment, do you agree that all jobs are treated the same, the respondents do not agree as shown by a score of 2.1429.

This analysis infer that the respondents generally do not agree that there is an influence of Go along get ahead on job satisfaction in Kenya Ports Authority as illustrated by Grand average/mean of 2.6857.

4.4.3 Pay and Promotion

Statements related to Pay and Promotion were made and respondents allowed to choose between 1-strongly agree (SD) to 5-strongly disagree (SA). The findings are in table 4.9

Table 4.9 Pay and Promotion

Statements	N	Mean	Std. Dev.
Does organizational politics have impact on pay and promotion?	70	3.7143	1.76227
Do managers reward their closest with higher payments during performance evaluation processes?	70	2.4286	.91003
Is your pay commensurate with your grade or is there a political angle to the same?	70	2.0000	.00000
Are promotions done on merit or based on political inclination?	70	4.1429	1.36505
Have you encountered job satisfaction without taking sides in organizational politics?	70	3.4286	.73369
Average/Mean	70	3.1429	.66997

Statements related to Pay and Promotion included the question of:- Does organizational politics have impact on pay and promotion, the respondents are neutral as shown by a score of 3.7143. Do managers reward their closest with higher payments during performance evaluation processes, the respondents do not agree as illustrated by a score of 2.4286. Is your pay commensurate with your grade or is there a political angle to the same, the respondents disagreed with a score of 2.0000. Are promotions done on merit or based on political inclination, the respondents agreed as demonstrated by a score of 4.1429. Have you encountered job satisfaction without taking sides in organizational politics, the respondents were neutral as shown by a score of 3.4286. These findings imply that the respondents are indifferent as to whether there is an influence of pay and promotion on job satisfaction in Kenya Ports Authority as illustrated by Grand average/mean of 3.1429.

4.4.4. Job Satisfaction

Job satisfaction components in Kenya Ports Authority investigated in this study included Compensation, Job characteristics, co-workers, supervisor support and work environment and the results are shown in Table 4.10.-4.14

4.4.4.1: Compensation

Table 4.10 Compensation

Statements	N	Mean	Std. Dev.
Are employees aligned to organization politics well compensated?	70	3.1429	1.13298
Do managers compensate their closest with higher payments during performance evaluation processes?	70	2.4286	.91003
Is your work compensated based on organization politics?	70	2.2857	.88699
Are promotions done on political inclination?	70	4.1429	1.36505
Have you encountered job satisfaction without taking sides in organizational politics?	70	2.8571	.83901
Workers are fairly paid for the work done without bias	70	4.4286	1.05736

Statements related to Compensation as shown in Table 4.10 included the question of are employees aligned to organization politics well compensated; the respondents are in neutral with a score of 3.1429. Do managers compensate their closest with higher payments during performance evaluation processes, the respondents generally disagreed as shown by a score of 2.4286. Is your work compensated based on organization politics, the respondents disagreed as indicated by a mean score of 2.2857. Are promotions done on political inclination? The respondent agreed as shown by a score of 4.1429. Have you encountered job satisfaction without taking sides in organizational politics? The respondents are neutral as shown by a score of 2.8571 and Workers are fairly paid for the work done without bias, the respondents strongly agreed as shown by a score of 4.4286. This analysis infers that the respondents are indifference as to whether Compensation influence job satisfaction in Kenya Ports Authority

4.4.4.2: Job Characteristics

Table 4.11 Job Characteristics

Statements	N	Mean	Std. Dev.
Do the staff with proper skills end up doing the work they deserve without political interference at the workplace	70	2.7143	.88699
Is task identity at KPA based on organization politics influence?	70	2.5714	.73369
Are the tasks assigned to workers based on organization politics?	70	2.2857	.88699
Are the tasks assigned based on professionalism or political interference within the organization?	70	2.5714	.91003
Are there workers that perform duties that are not relevant to their professions but are based on organization politics?	70	3.1429	.99689

Statements related to Job characteristics as shown in Table 4.11 included the question of do the staff with proper skills end up doing the work they deserve without political interference at the workplace? The respondents are generally neutral as shown by a score of 2.7143. Is task identity at KPA based on organization politics influence, the respondents generally disagreed as demonstrated by a score of 2.5714. Are the tasks assigned to workers based on organization politics, the respondents disagreed as shown by a mean of 2.2857. Are the tasks assigned based on professionalism or political interference within the organization, the respondents generally disagreed as shown by a score of 2.5714 and Are there workers that perform duties that are not relevant to their professions but are based on organization politics, the respondents are neutral as shown by a score of 3.1429. This analysis means that the respondents generally disagreed that Job Characteristics influence job satisfaction in Kenya Ports Authority.

4.4.4.3: Co-workers

Table 4.12 Co-workers

Statements	N	Mean	Std. Dev.
Does organization politics affect the co-worker relationship at KPA?	70	2.8571	1.36505
Does organization politics have an impact on co-workers productivity?	70	3.7143	.45502
Is it true that the satisfaction of the co-workers at the workplace is influenced by the organization's politics?	70	2.9576	1.34505

Can organization politics improve on the output of the co-workers at the workplace?	70	1.7143	.45502
---	----	--------	--------

Statements related to Co-workers as shown in Table 4.12 included the question:- Does organization politics affect the co-worker relationship at KPA, the respondents generally disagreed as shown by a score of 2.8571. Does organization politics have an impact on co-workers productivity, the respondents generally agreed as indicated by a score of 3.7143. Is it true that the satisfaction of the co-workers at workplace is influenced by the organization politics, the respondents generally agreed as shown by a score of 2.9576 and Can organization politics improve on the output of the co-workers at the workplace, the respondents disagreed as shown by a score of 1.7143. This analysis implies that the respondents are generally neutral that Co-workers influence job satisfaction in Kenya Ports Authority.

4.4.4.4: Supervisor Support

Table 4.13 Supervisor Support

Statements	N	Mean	Std. Dev.
Do supervisors offer guidance to those workers that are against organization politics?	70	3.1429	.35245
Do supervisors offer guidance to workers that are supporting the leadership of the organization?	70	3.1428	.35244
Is the welfare of the workers that support the management better than those that are against it?	70	3.2857	1.03760
Are supervisors in favour of the suppliers that are not preferred by the management?	70	2.4857	.88699

Statements related to Supervisor support as shown in Table 4.13 included the question of Do supervisors offer guidance to those workers that are against organization politics, the respondents are neutral as demonstrated by a score of 3.1429. Do supervisors offer guidance to workers that are supporting the leadership of the organization; the respondents are neutral as shown by a score of 3.1428. Is the welfare of the workers that support the management better than does that are

against, the respondents are neutral as a mean of 3.2857 and Are supervisors in favour of the suppliers that are not preferred by the management a mean of 2.4857. This analysis implies that the respondents generally neutral that Co-workers influence job satisfaction in Kenya Ports Authority.

4.4.4.5: Work Environment

Table 4.14 Work Environment

Statements	N	Mean	Std. Dev.
Is the work environment favourable to the staff that are in good books with the management?	70	4.0000	.00000
Do managers support the workers in the provision of equipment because they support the organizational politics?	70	2.7143	1.49533
Workers that are against the management work in a poor environment within the organization?	70	2.7123	1.49523
Workers that do not subscribe to organizational politics are unfairly treated at the workplace?	70	2.1429	.99689
Average/Mean	70	2.9193	.56395

Statements related to Work Environment as shown in Table 4.14 included the question of Is the work environment favorable to the staff that are in good books with the management, the respondents agreed as shown by a score of 4.0000. Do managers support the workers in the provision of equipment because they support the organization politics; the respondents are neutral as shown by a score of 2.7143. Workers that are against the management work in a poor environment within the organization, the respondents are neutral as illustrated by a score of 2.7123 and Workers that do not subscribe to organizational politics are unfairly treated at the workplace; the respondents generally disagreed as shown by a score of 2.1429. This analysis imply that the respondents are indifference as to whether Work Environment influence job satisfaction in Kenya Ports Authority

4.5 Pearson Correlation

Pearson correlation was run to determine the influence of organizational politics on job satisfaction in Kenya Ports Authority and the results are shown in Table 4.15.

Table 4.15: Pearson Correlation

	Job satisfaction	
Job satisfaction	Pearson Correlation	1
	Sig. (2-tailed)	.000
	N	70
General political behavior	Pearson Correlation	.739**
	Sig. (2-tailed)	.000
	N	70
Go along get ahead	Pearson Correlation	.357**
	Sig. (2-tailed)	.002
	N	70
Pay and promotion	Pearson Correlation	.741**
	Sig. (2-tailed)	.000
	N	70

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

The researcher sought to carry out correlation analysis which involved the coefficient correlation. This was in a bid to determine the relationship between the independent variables and dependent variables. This study put into use Pearson correlation (r) calculated at 95% level of significance with the intention of establishing the relationship between the independent variables and dependent variable as shown in table 4.11. Looking at the outcome, the results show that there is a strong and positive connection between independent variable (General political behavior, Go along get ahead and Pay and promotion) and dependent variable (Job satisfaction). From the analysis, the results show that the coefficient of correlation of General political behavior showed ($r=0.739$, $p=0.000$), Go along get ahead showed ($r=0.357$, $p=0.002$) while Pay and promotion showed ($r=0.741$, $p=0.000$). It therefore shows that there was a strong and positive influence between factors (General political behavior, Go along get ahead and Pay and promotion) and job satisfaction in Kenya Ports Authority.

4.6 Regression Analysis

Linear regression aided in determining the influence of organizational politics on job satisfaction in Kenya Ports Authority.

4.6.1 Model Summary

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.810 ^a	.656	.641	.33957

On Table 4.16 As per the above the R-value being .810 and R Square .656 denotes that an approximate of 66% of the variability of job satisfaction is accounted for by the predictor variables under this model. It shows that job satisfaction was affected to the extent of 66% by the independent variables. Adjusted R-square is the coefficient of determination showing the variation in the dependent variable which resulted to changes in the independent variables.

It is also evident on table 4.12 that there is a positive relationship between job satisfaction and organizational politics (General political behavior, Go along get ahead and Pay and promotion) on the one hand and the job satisfaction (dependent variable) on the other ($r=.810$).

4.6.2 Analysis of Variance (ANOVA)

The analysis of the variance (Table 4.17) below reveals that the relationship between the independent variables and the dependent variable (job satisfaction) is significant at 0.000 ($p<0.05$) and this is a sufficient tool to describe the independent variable's level of influence.

Table 4.17: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.527	3	4.842	41.995	.000 ^b
	Residual	7.610	66	.115		
	Total	22.137	69			

4.6.3 Coefficient

The following model function was run to determine the association between the organizational politics and job satisfaction.

$$Y = \alpha + \beta_1x_1 + \beta_2x_2 + \beta_3x_3$$

$$Y = 3.506 + .521x_1 + .324x_2 + .585x_3$$

The above function includes the four variables showing their positive association viz General Political Behavior, Go Along Get Ahead, Pay and Promotion and Job Satisfaction. It revealed that except Go Along Get Ahead, General Political Behavior and Pay and Promotion were found to be statistically significantly affecting job satisfaction in Kenya Ports Authority as shown in Table 4.18.

Table 4.18: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.506	.744		4.714	.000
General political behavior	.521	.181	.341	2.881	.005
Go along get ahead	.324	.113	.304	2.863	.006
Pay and promotion	.585	.127	.692	4.612	.000

4.7 Discussion of the findings

The descriptive analysis implies that the respondents were neutral that there is an influence of General Political Behavior on job satisfaction in Kenya Ports Authority as demonstrated by Grand average/mean of 3.0000. Go along get ahead analysis infer that the respondents generally do not agree that there is an influence of Go along get ahead on job satisfaction in Kenya Ports Authority as illustrated by Grand average/mean of 2.6857. Findings on pay and promotion imply that the respondents are indifferent as to whether there is an influence of pay and promotion on job satisfaction in Kenya Ports Authority as illustrated by Grand average/mean of 3.1429.

The study put into use Pearson correlation (r) calculated at 95% level of significance with the intention of establishing the relationship between the independent variables and dependent variable. From the analysis, the results show that the coefficient of correlation of General political behavior showed ($r=0.739$, $p=0.000$), Go along get ahead showed ($r=0.357$, $p=0.002$) while Pay and promotion showed ($r=0.741$, $p=0.000$). This shows that Go Along Get Ahead there was a strong and positive influence between factors (General political behavior and Pay and promotion) and job satisfaction in Kenya Ports Authority. This finding is consistent with that of Parayatim, Bao and Olson (2014) who studied political behavior, trustworthiness, commitment and job satisfaction. They sought to study the effect of trustworthiness against the discernments of organizational politics as well as organizational outcomes. The study found that trustworthiness neutralizes the adverse impacts of organizational politics on job satisfaction, affective and normative commitment. The above results supported how significant it is fighting the undesirable impacts already in most organizations.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This part includes summary of findings of the project, conclusion and the recommendation for future studies in this area.

5.2 Summary

The objective of the study was for determining the influence of organizational politics on job satisfaction in Kenya Ports Authority.

This study focused on three independent variables; General political behavior, Go along get ahead and Pay and promotion.

The descriptive outcome indicated that the respondents are neutral that there is an influence of General Political Behavior on job satisfaction in Kenya Ports Authority. In addition the results indicated that the respondents generally disagreed that there is an influence of Go along get ahead on job satisfaction in Kenya Ports Authority. Finally, the results indicated that the respondents agreed that there is an influence of pay and promotion on job satisfaction in Kenya Ports Authority.

The Pearson correlation (r) calculated at 95% level of significance outcome showed that there is a positive and strong connection between independent variable (General political behavior, Go along get ahead and Pay and promotion) and dependent variable (Job satisfaction). The results showed that except Go along get ahead there was a strong and positive influence between factors (General political behavior and Pay and promotion) and job satisfaction in Kenya Ports Authority.

5.3 Conclusion

The objective of this research was tested to determine the influence of organizational politics on job satisfaction in Kenya Ports Authority. The findings confirm that General Political Behavior significantly influences job satisfaction in Kenya Ports Authority as demonstrated by p-value 0.005. In addition the results indicated that go along get ahead significantly influences job satisfaction in Kenya Ports Authority as illustrated by p-value 0.006. Similarly, the results indicate that there is a significant influence of pay and promotion on job satisfaction in Kenya Ports Authority as illustrated by p-value 0.000

5.4 Recommendations

This study found that the respondents are neutral as to whether KPA undertakings are sometimes influenced by politics whether internal or externally. This study therefore recommends to the KPA management to check the level of influence of organizational politics on job satisfaction as this will lead to improved performance. Further they should put in measures to contain or reduce organizational politics amongst the staff if any as these can directly affect organization's performance.

The findings indicated that KPA undertakings are sometimes influenced by politics whether internal or externally and therefore this study recommends that the KPA should consider bringing on board some intervening policies to deal with internal and external politics. If only left to workers they may create such strategies that provide their personal returns.

The results also showed that the respondents generally agreed to a greater extent that organization politics affect the relationship between supervisors and their staff. This study therefore recommends that KPA formulates and implements political actions that improves interpersonal relations between supervisors and their staff.

Further, the study found that organizational politics have an impact on pay and promotion. This study therefore recommends that pay and promotion policies that are independent of organizational politics.

5.5 Limitation of the Study

Job satisfaction and organizational politics put together are quite sensitive issues in the organization's business hence the researcher initially had to experience poor reception by respondents, which changed after a long engagement with the researcher. Delays in having

questionnaires filled on time affected the time schedule research negatively. Also limitations were experienced in terms of time and resources trying to reach the 99 respondents and also in collection of the questionnaires. However, even with the limitations extra measures were in place so that the results were not affected.

5.6 Future Research

The study was focusing on factors to organizational politics viz Political Behaviour, Go Ahead Get Ahead, Pay and Promotion on job satisfaction in Kenya Ports Authority. Since only three variables among them Political Behavior, Go Ahead Get Ahead and Pay and promotion were analyzed in the current study, I recommend that more studies be done on other factors influencing job satisfaction in Kenya Ports Authority.

REFERENCES

- Al-Zu'bi, H. A. (2010). A study of the relationship between organizational justice and job satisfaction. *International Journal of Business and Management*, 5(12), 102-109.
- Barsky, A., & Kaplan, S. A. (2007). If you feel bad, it's unfair: A quantitative synthesis of affect and organizational justice perceptions. *Journal of Applied Psychology*, 92, 286–295.
- Barsky, A., Kaplan, S. A., & Beal, D.J. (2011). Just feelings? The role of affect in the formation of organizational fairness judgments. *Journal of Management*, 37, 248-279.
- Borkowski, N (2011). *Organizational Behavior in Health Care (2nd Ed.)* United Kingdom, Jones and Bartlett Publisher International.
- Chimi,C.J.,& Russel,D.L. (2009). The Likert Scale:A proposal for improvement using Quasi-continuous variables,*Proc ISECON*, 26.1-10.
- Gerald, R. Ferris, Laci M. Rogers, Fred R. Blass,& Wayne A. Hochwarter, (2009) "Interaction of job-limiting pain and political skill on job satisfaction and organizational citizenship behavior", *Journal of Managerial Psychology*,24(7),584-608, <https://doi.org/10.1108/02683940910989002>
- Grover, H., &Wahee, S. J. (2013). Study on Factors Influencing Job Satisfaction of Employees in Delhi/NCR. *Opinion-International Journal of Business Management*, 3(2), 101-112. Retrieved August 15, 2017 from <http://www.cpmr.org.in/opinion/vol3/issue2/articles/8>.
- Hackman, J. R. & Oldham, G. R. (2005). *How job characteristics theory happened*. The Oxford Handbook of Management Theory: The process of theory development, 151-170.
- Hackman, J. R.& Oldham, G. R (2010) Not what it was and not what it will be: The future of job design research. *Journal of Organizational Behavior*, 31, 463-479.
- Hong, L.C., Hamid, N.I.N.A., & Salleh, N.M. (2013). A Study on the Factors Affecting Job

- Satisfaction amongst Employees of a Factory in Seremban, Malaysia. *Business Management Dynamics*, 3(1), 26-40. Retrieved August 15, 2017
- Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: A meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology*, 92(5), 1332
- Kapoutsis, I., Papalexandris, A., Thanos, I. and Nikolopoulos, A. (2012), "The role of political Tactics on the organizational context-career success relationship", *International Journal of Human Resource Management*, 23 (9), 1908-1929.
- Kumari, G., Joshi, G., & Pandey, K.M. (2014). Analysis of Factors Affecting Job Satisfaction Of the Employees in Public and Private Sector. *IJTEMT*, 3(1), 11-19. Retrieved August 16, 2017 from [http://ijtemt.org/proceedings_vol3_issue1/3_Analysis_of_Factors_Affecting_Job_Satisfaction_of_the_Employees_in_Public_and_Private_Sector_3\(1\).pdf](http://ijtemt.org/proceedings_vol3_issue1/3_Analysis_of_Factors_Affecting_Job_Satisfaction_of_the_Employees_in_Public_and_Private_Sector_3(1).pdf)
- Latham, G. P., & Pinder, C. C. (2005). Work motivation theory and research at the dawn of the twenty-first century. *Annual Review of Psychology*, 56, 485-516.
- Mitchell, R., Holtom, C., & Lee, W. (2001). How to Keep Your Best Jobs: Developing an Effective Retention Policy. *Academy of Management Executive*, 15 (4), 96-107.
- Mohammed Y.A. Rawwas, Basharat, J, Muhammad, N. I, (2018) "Perception of politics and job outcomes: moderating role of Islamic work ethic", *Personnel Review*, 47 (1), 74-94, <https://doi.org/10.1108/PR-03-2016-0068>
- Neog, B.B., & Barua, M. (2014). Factors Influencing Employee's Job Satisfaction: An Empirical Study among Employees of Automobile Service Workshops in Assam. *The SIJ Transactions on Industrial, Financial & Business Management*, 2(7), 305-316. Retrieved August 16, 2017 from <http://www.thesij.com/papers/IFBM/2014/September/IFBM-0207650202.pdf>

- Parayitam, S., Bao, Y., and Olson, B (2014) "Political behavior, trustworthiness, job satisfaction, and commitment: An empirical study", *Chinese Management Studies*, 8(3), 354-374, <https://doi.org/10.1108/CMS-09-2012-0129>
- Pierce, J. L., Jussila, I., & Cummings, A. (2009). Psychological ownership within the job design context: Revision of the job characteristics model. *Journal of Organizational Behavior*, 30(4), 477-496.
- Ralph.K (2013) Motivating Technical Professionals Today. *IEEE Engineering Management Review*, 41, (1), 28-38
- Robbins, S (2009). *Organizational Behaviour: International Version, 13/E*. Pearson Higher Education
- Tabibnia, G., Satpute, A. B., & Lieberman, M. D. (2008). The sunny side of fairness: Preference fairness activates reward circuitry (and disregarding unfairness activates self-control circuitry). *Psychological Science*, 19, 339-347.
- Wei, L.Q., Liu, J. Chen, Y. and Wu, L. (2010), "Political skill, supervisor–subordinate Guanxi and career prospects in Chinese firms", *Journal of Management Studies*, 47 (3),437-454.

APPENDICES

Appendix I: Letter of introduction

University of Nairobi,
Department of Business,
P.O. Box 30197,
Nairobi, Kenya.

Dear Sir/Madam,

RE: DATA FOR ORGANISATIONAL POLITICS RESEARCH

I am a student in the University of Nairobi undertaking a Master of Business Administration (MBA) degree. I am in the process of researching on **Influence of Organizational Politics on Job Satisfaction in Kenya Ports Authority, Kenya**. Kindly complete the questionnaire herein attached according to your knowhow. Measures will be taken to guarantee you confidentiality. The data submitted will be used only for purposes of the study.

Cooperation and assistance will be treasured.

Sincerely yours,

Lilian Mukai

lilianmukai1@gmail.com

Appendix II: Questionnaire

Section A: Demographic details (Tick where appropriate)

1. Indicate the division where you work

Corporate Development	Engineering	HR	Infrastructure	Finance	Operations	Legal

2. Indicate gender

Male	Female

3. Select age

Age in yrs	18-30	30-42	42-50	Above 50

4. Work experience

Below 5 yrs	5-10	11-15	16-20	Above 30

5. Education level

Certificate	Diploma	Graduate	O level and below

SECTION B: General political behavior

6. Kindly indicate how the following general political behavior sub-factors affect the organization politics in relation to the overall job satisfaction at Kenya Ports Authority. 1-Strongly Agree 2-Agree 3- Neutral 4- Disagree 5-Strongly Disagree

Statement	1	2	3	4	5
Guidance in form of rules and regulations					
Participation in own rules and regulations in the organization to favor a particular standpoint					
Making decision with incomplete and inadequate facts after influence					
Decision making through the help of an influential person					
KPA undertakings are sometimes influenced by political behaviour whether internal or externally					
KPA has staff who have political behaviour in my level of engagement					

SECTION C: Go along get ahead

7. Kindly indicate how the following Go Along, Get Ahead sub-factors affect the organization politics in relation to the overall job satisfaction at Kenya Ports Authority. 1_Strongly Agree 2_Agree 3_Neutral 4_Disagree 5_Strongly Disagree

	1	2	3	4	5
Do you engage in any confrontation with a work mate that is politically centered?					
Given a chance to go slow to attain a certain objective at your division will you participate?					
Have you tried to secure personal benefits without drawing any attention to yourself in your division?					
Have you ever kept to yourself or even behaved passively to sustain personal benefit?					
As a job, do you agree that you never want to speak up when you have grievances?					
In your opinion, to what extend do you agree that organization politics affect the relationship between supervisors and their staff					
In your assessment, do you agree that all jobs are treated the same?					

SECTION D: Pay and promotion

8. Kindly indicate how Pay and Promotions Sub-factors affect organization politics in relation to the overall job satisfaction at Kenya Ports Authority. Select the following: 1,=Strongly Agree 2,=Agree 3,=Neutral 4,=Disagree 5,=Strongly Disagree

Statement	1	2	3	4	5
Does organizational politics got impact on pay and promotion?					
Do managers reward their closest with higher payments during performance evaluation processes?					
Is your pay commensurate with your grade or is there a political angle to the same?					
Are promotions done on merit or based on political inclination?					
Have you encountered job satisfaction without taking sides in organizational politics?					

SECTION E: Job satisfaction

9. By reviewing the statements below, indicate the extent to which you agree in relation to the **Compensation** at Kenya Ports Authority. 1-Strongly Agree 2-Agree 3-Neutral 4-Disagree 5-Strongly Disagree

Statement	1	2	3	4	5
Are employees aligned to organization politics well compensated?					
Do managers compensate their closest with higher payments during performance evaluation processes?					
Is your work compensated based on organization politics?					
Are promotions done on political inclination?					
Have you encountered job satisfaction without taking sides in organizational politics?					
Workers are fairly paid for the work done without bias					

10. Kindly indicate how **job characteristics** affect organization politics at Kenya Ports Authority. Select the following: 1_Strongly Agree 2_Agree 3_Neutral 4_Disagree 5_Strongly Disagree

Statement	1	2	3	4	5
Do the staff with proper skills end up doing the work they deserve without political interference at the workplace					
Is task identity at KPA based on organization politics influence?					
Are the tasks assigned to workers based on organization politics?					
Are the tasks assigned based on professionalism or political interference within the organization?					
Are there workers that perform duties that are not relevant to their professions but are based on organization politics?					

11. Using the scale below, kindly indicate how **co-workers** affect organization politics at Kenya Ports Authority. Select the following: 1:Strongly Agree 2:Agree 3:Neutral 4:Disagree 5:Strongly Disagree

Statement	1	2	3	4	5
Does organization politics affect the co-worker relationship at KPA?					
Does organization politics have an impact on co-workers productivity?					
Is it true that the satisfaction of the co-workers at the workplace is influenced by the organization's politics?					
Can organization politics improve on the output of the co-workers at the workplace?					

12. Please indicate the extent at which **supervisor support** affect organization politics at Kenya Ports Authority. Select the following: 1.-Strongly Agree 2.-Agree 3.-Neutral 4.-Disagree 5.-Strongly Disagree

Statement	1	2	3	4	5
Do supervisors offer guidance to those workers that are against organization politics?					
Do supervisors offer guidance to workers that are supporting the leadership of the organization?					
Is the welfare of the workers that support the management better than those that are against it?					
Are supervisors in favour of the suppliers that are not preferred by the management?					

13. Using the scale below, kindly indicate how **work environment affects** organization politics in relation to the overall job satisfaction at Kenya Ports Authority. Select the following: 1._Strongly Agree 2._Agree 3._Neutral 4._Disagree 5._Strongly Disagree

Statement	1	2	3	4	5
Is the work environment favourable to the staff that are in good books with the management?					
Do managers support the workers in the provision of equipment because they support the organizational politics?					
Workers that are against the management work in a poor environment within the organization?					
Workers that do not subscribe to organizational politics are unfairly treated at the workplace?					

Thanks for Your Time and Cooperation