

Organizational Politics and Employee Performance in Dokolo District Local Government

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Abstract: The study focused at establishing the presence of politics, the level at which it was played and its influence to performance of employees in Dokolo district local government. This was assessed through investigating whether organizational goals and objectives, organizational culture and self-interests influence employee performance in terms of employee commitment and attain to detail. The researcher adopted a quantitative, cross sectional, survey design to collect data. The study population was 65 from where a sample of 56 respondents was selected based on the Krejcie and D.W. Morgan (1970) table. The study findings revealed that both the employees and the political leadership respondents were more focused in the Organizational goals and objectives, cultures which were both high and self-interest was moderate. Overall Organizational Politics (Organizational goal, objectives, culture and Self Interest) in Dokolo District Local Government was moderate with mean at ($\bar{x} = 3.38$) with the low standard deviation of 0.93 implying that Organizational Politics was practiced in Dokolo District Local Government moderately. Based on the study findings, it can be concluded that political behavior was inevitable and desirable as political exchanges generate the dynamic and drive the debate behind organizational development and change initiatives. Numerous managers would likely find implementation of innovation and change challenging unless they posed political skills in Dokolo district local government. The researcher recommends that political leaders should put checks and balances in place to influence the technical staffs performance in their respective districts and the country at large.

I. INTRODUCTION

1.1 Introduction to the study

Performance is an achievement and result of the implementation of certain tasks (Widodo, 2015). Employees have good performance if they are able to do specific work or exceed the standards or criteria that have been set together in the organization. Employees' performance referred to how workers behaved in the workplace and how well they performed the job duties obligated to them. Local Governments (LG) typically set performance targets for individual employee and the management as a whole, hoped that services they offered were of good value to citizens, minimized waste and operated efficiently. For an individual perceived employee performance represented the general belief of the employee about his/her behavior and contributions in the success of organization. The three employee performance factors

considered in this research were employee commitment in respect of timeliness of delivery of results; innovation and creativity; and attention to details reflected in quality and quantity and the indicators were rated as high, moderate and low.

An organization is made up of people and system managing and coordinating other resources for the achievement of stated goals within complex and changing environment. Organizations set goals, objectives and establish culture that is unique to others and occasionally self-interest set in among the employees. Because people are involved and because the organizations do not have sufficient resources at all times, political behaviors become common. As Yusuf (2008) stated politics may be positive (collaborative) or negative (destructive and competitive) but the fact is that no organization exists without politics. There are two ways of viewing organizational politics: either as a symptom of social influence processes that benefit the organization or a self-serving effect that goes against the organizational goals.

In the many definitions of organizational politics, the phrase "members' placement of self-interests ahead of organizational interests" are very common (Chang, Rosen, & Levy, 2009). The objective of this study was to find out the impact of Organizational goals and objectives on employee's commitment: timeliness of delivery of results, creativity and innovation; to find out the impact of Organizational culture on employees' commitment i.e. creativity and innovation; to find out the impact of self-interest on attentions to details; quality and quantity of results and to examine the relationship between organizational politics and employees performance in Dokolo DLG.

In the mid-1970s to early 1980s, performance of public servants and other employees in the private sector declined resulting to low performance. Today Performance of public servants continued to be influenced by working environment which are politicized to varying levels. Among the problems in the Public Service as diagnosed around the 1987, were difficulties in the delivery of social services to the citizens, inefficient functions of Central Government, over-centralized Public Service and generally compromised service delivery by corrupt management of the ministries and public enterprises (Olum, 2002).

According to Yasin Olum (2002) these reforms brought in 4 new things: a) Democratized the political system, b) Decentralized the fiscal and service delivery to local governments, c) Liberization of the market (privatization of the economy) and d) Government structures streamlined and roles redefined all aimed at improving public service performance.

The drive to improve management in governments through public service reform programmes to increase efficiency, effectiveness, and the delivery of quality service to the public (i.e., customers) were initiated in 1987 by the government of Uganda. These entrepreneurial-like reforms, driven by the neo-liberalism of the new public management (NPM) or new managerialism principles, aimed at improving efficiency and effectiveness in the performance of the Public Service (Olum, 2002). For a long period of time organizational politics and power have been regarded as critical factors that affect various organizational practices. This position has also been stated by (Kim, 2004). Organizational politics has been capable of subduing employees' perceptions of supervisor's support, opportunity for development, peer support, supervisor's sanctions, and positive or negative personal outcomes resulting from exposure to the political environment. Roselyne W., (2012) argued that organizational politics is a critical factor that affected learning because politics often interfered with organizational processes of performance such as commitment reflected in timeliness of service delivery, innovation and creativity, quality and quantity of outputs.

1.2 Statement of the Problem

Today Performance of public servants continued to be influenced by working environment which are politicized to varying levels. These are reflected by irregular attendance to duty; low commitment to work; delayed completion of tasks; low level of innovations and creativity in task performance; poor quality and low quantity of services and goods. Many employees performed tasks without reflection to goals setting in respect to timing, considerations to efficiency and effectiveness by being creative and innovative, the value for money reflected by quality and quantity. Goals and objective setting are more often set to create political impressions to communities and other stake holders. On the other hand, some organizations have poor culture where managers are not facilitators but are task makers. This made employees live with fear and distrust and work is nothing but a dreary chore. Political skills involved obtaining power and preventing other employees from taking away other's powers.

The drive to improve management in governments through public service reform programs to increase efficiency,

effectiveness, and the delivery of quality service to the public (i.e., customers) were initiated in 1987 by the government of Uganda. The government introduced regular appraisal system; performance management contracts with the senior civil servants; salary reviews and provided established Civil Service College for capacity building of the civil servants in order to improve performance. In spite of these, performance of employees continued to show little improvement with much of these skills used in pursuit of self-interest; to gain power, access resources and manipulate others for selfish gains. All these affected performance of employees.

1.3 General objective

The aim of this study was to first establish the presence of politics, the level at which it was played and its influence to performance of employees. The study presented a basis for an understanding of the relationship between organizational politics and employee performance in Dokolo District local Government.

1.3.1 Specific objectives

To find out the impact of Organizational goals and objectives on employee commitment: timeliness of delivery of results, creativity and innovation in Dokolo District local Government.

To find out the impact of Organizational culture on employee commitment i.e. timeliness of delivery of results, creativity and innovation in Dokolo District local Government.

To find out the impact of self-interest on attentions to details; quality and quantity of results of employees in Dokolo District local Government.

1.4 Research questions

Do Organizational goals and objectives have an effect on employee commitment in Dokolo District local Government?

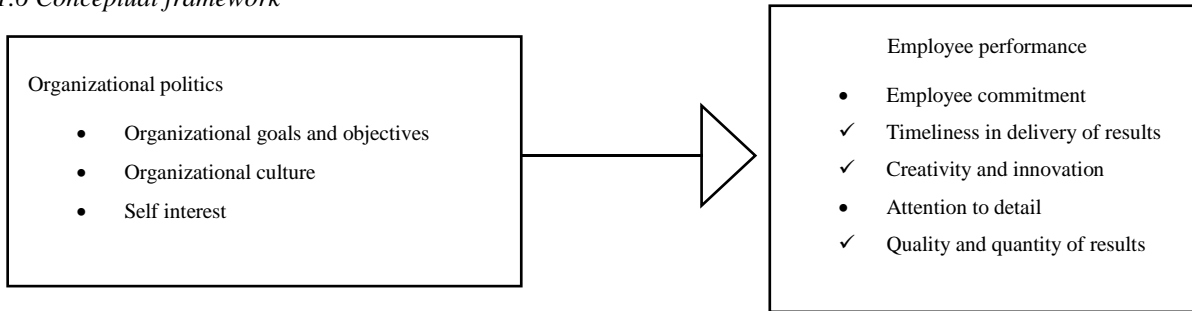
Does the Organizational culture have an impact on employee commitment in Dokolo District local Government?

How does self-interest of employees influence the attentions to details; quality and quantity of results of employees in Dokolo District local Government?

1.5 Scope of the study

The study concentrated on assessing the relationship between organizational politics and employee performance in Dokolo District local Government. The study considered the time scope of five years; that is from 2014 to 2019 as this was the time when Dokolo district experienced much political influence.

1.6 Conceptual framework



The conceptual framework above explains the relationship between the independent variable (organizational politics) and the dependent variable (employee performance). The researcher hypothesised that organizational politics in terms of organizational goals and objectives, organizational culture and self interest influence the employee performance through time in which they deliver results, their creativity and innovation and attention to detail with respect to quality and quantity of results.

II. LITERATURE REVIEW

2.0 Introduction

This section entail the literature on the relationship between organizational politics and employee commitment. In this literature review, discussion covered causes and manifestation of politicking at work place; ideology of organizational interest reflected in organizational goals and objectives; organizational culture and ideology of self-interest. Discussion would also dwell on employees' performance of politicized work environment on Level of commitment of employees reflected in "timeliness of tasks completion, "innovation and creativity and"; "quality and quantity of results".

2.1 Organizational goals and objectives on employee commitment: timeliness of delivery of results, creativity and innovation

According to Kane (2017), goal management helped organizations manage employee performance in strategic and effective ways. Organizations that focused on harnessing individual potential were likely to be more competitive than their peers. The economy and the changing nature of work itself often gave the importance of goal setting new life. Goals helped organization and their employees focus on the most important and pressing priorities.

The stakeholders of an organization have diverse objectives and interests. An organization's stakeholders were the individuals or groups that influenced or have an interest in the firm's actions and decisions. The major stakeholders in Dokolo District included citizens, central government, civil servants, customers and creditors/bondholders, civil society fraternity, donor organizations and international agencies.

They had different objectives and goals based on their diverse interests in the government. In these diverse stakeholders interests, their characteristics were the readiness of people to use power in their efforts to influence others and secure collective and or self-interests or, alternatively, to avoid negative outcomes within the organization (Sikei *et al.* 2009).

VanScotter (2000) asserts that organizations need highly performing individuals in order to meet their goals, to deliver the products and services they specialized in, and finally to achieve competitive advantage. Accomplishing tasks according to schedule and performing at a high level could be a source of satisfaction, with feelings of mastery and pride. Low performance and not achieving the goals might be experienced as dissatisfying or even as a personal failure. Moreover, timely deliveries of services if they were recognized by others within the organization—were often rewarded by financial and other benefits.

Members of the organization are more concerned about their own area of operations than doing what's best for the entire organization, in the long run you would have problem with the range of jurisdiction or influence wars. Therefore management should create thematic goals and objectives, create set of defining objectives, create a set of standard operating objectives and create metrics for measuring them (Lencioni, 2006).

2.2 Organizational culture on Employee commitment: timeliness of delivery of results, creativity and innovation

Schein (1990), defines culture as set of different values and behaviors that would be considered guide to success. Whereas Kotter and Heskett (1992), culture meant fairly established set of beliefs, behaviors and values of society in general. In simple words we would understand that culture was gained knowledge, explanations, values, beliefs, communication and behaviors of large group of people, at the same time and place. A focus organizational culture would ensure that employees performance were appraised on parameters such as commitment in timely delivery of results, encouraged creativities and innovations, attentions to details of results in quality and quantity of results and that these would make an organization unique.

The organizational culture, often referred to as corporate culture, was the atmosphere of shared beliefs and practices in a company. A positive corporate culture had shared beliefs that align with the organization's mission, whereas a bad or toxic culture often had a large group of unhappy or self-serving employees. As stated by (Kimberlee L, 2019) company culture was powerful and that it could impact on attitudes of the employees either positively or negatively in the way employees were committed to their work.

Haryanti (2007), found that organizational culture had a positive and significant effect on employee performance. Organizational culture as well improves the level of employees discipline, initiative, effectiveness and efficiency and that a strong organizational culture supports employees' performance in timeliness of service delivery.

Organizations need to develop cultures that are well appreciated and consistent with the interest of the clients and employees in order to gain their commitment and retain them for the maximum periods. This argument had also been supported by, Susetyo et al (2014) also who explained that organizational culture and work environment had a significant effect on employee performance.

2.3 Self-interest on attentions to details; quality and quantity of results.

Political skill referred to peoples' interpersonal style, including their ability to relate well to others, self-monitor, and alter their reactions depending upon the situation they were in, and inspire confidence and trust (Ferris et al., 2000). Ferris, Fedor, & King, 1994; Kilduff & Day, (1994) contends that individuals who are high on political skill are more effective at their jobs or at least in influencing their supervisors' performance ratings of them. In the negative light, they assert that someone who was "political" generally stirred up images of back-room dealing, manipulation, or hidden agendas for personal gain. And that a person engaging in these types of political behaviors was said to be engaging in self-serving behavior and were not sanctioned by the organization (Ferris et al., 1996; Valle & Perrew, 2000; Harris, James, & Boonthanom, 2005; Randall et al., 1999).

There were arguments in favor of those that practiced organizational politics that were seen as self-interests as here presented. The purpose of office politics could not necessarily be to gain in terms of salary hike or elevation in the rank but could be to discredit a competitor or for the need of greater control or power. Many times people involving in this, tended to involve others into this to strengthen their individual's personal position and ensure they would be the last person to be accused of wrong doing. These types of employees would more often present their results in time; demonstrate hidden abilities by being creative and innovative. According to Ghori. A, (2016), these kind of employees would win the attention of managers and treat the employee as one that outwardly benefit the organization.

Individual employee performance is assessed with due attention to detail with regard to the extent to which the organization's members/employees were expected to demonstrate the accuracy, analysis, and attention to details. According to Mangkunagara (2005) there were some aspects of performance standards of the company or organization that was composed of two aspects, namely "qualitative and quantitative aspects". The qualitative aspect would consider the accuracy of work and quantity of work; the level of ability in the performance of the work; ability to analyze results with the content information; ability or inability in using the machine or equipment and the ability to evaluate (complements or complaints from clients). The quantitative aspect would consider the process of working and employment conditions; the length of time employed or carrying out in the work; the number of errors in carrying out the work and type of service delivery in the works. According to Valle & Perrew (2000), individuals who had high internal locus of control believe that they could make a difference in organizational outcomes. Therefore, we would expect those in high in internal locus of control to engage in more political behavior.

Goldstein (2009) contends that there is no office politics within an organization and that one needed to check the people's pulse because they would probably be dead. There would be a strong belief in the business and management organization literatures that disregarded the less pleasant side of politics and, the lack of the required knowledge and skill of forecasting the political game storms that could arise; this could drive the businesses for further unpleasant practices.

III. RESEARCH METHODOLOGY

3.0 Introduction

This chapter focused on the methodologies that were used for the study, these included; the research design, study population, sample size determination and sampling procedures, research instruments, reliability and validity of research instruments, data analysis and ethical considerations.

3.1 Research Design

The researcher adopted a quantitative, cross sectional, survey design. Cross sectional design was used to collect opinion from different respondents in the Dokolo district. A survey design was used in this study as it collects data from many respondents in the shorter time.

3.2 Study Population

The population of the study was 65 people that comprised 35 administration civil servants at the management position in the district administrative structure including those at the sub counties and 25 elected key District leaders.

3.3 Study Sample determination and sampling procedure

The researcher sampled 56 respondents from the population based on the Krejcie and D.W. Morgan (1970) table. The

study employed both purposive sampling method and simple random sampling method in selection of civil servants and political leaders. Purposive sampling was used in selection of civil servants as these were preserved to have vast information on the study and also employed simple random sampling in selection of district elected councilors in order to give equal opportunity to all respondents.

3.4 Data collection methods.

The researcher used a survey design by using a research questionnaire for data collection. The questionnaire constituted of questions to establish the work levels of influence each independent variable (organizational politics) on the dependent variable (employee performance) in the organization.

3.5 Validity and reliability of research instruments

According to Golafshani (2003), validity determines whether the research items truly measure what they are intended to measure or how factual the research results are. This study ensured the validity of research findings prior to the administration of the research instruments from where a content validity ratio was employed to determine the content validity index for the research questionnaire and a ratio above 0.7 was obtained hence considered satisfactory. According to Golafshani (2003), reliability is the extent to which results of a study are consistent over time and there is an accurate representation of the total population under study. The reliability of the research instruments was ascertained through pre-testing to cross check the consistency and accuracy of the questions and answers obtained. A Cronbach Alpha test was run and obtained 0.91 that was greater than 0.7 hence considered fit for the study as shown in the table below.

Table showing the Reliability Statistics

| Cronbach's Alpha | No of Items |
|------------------|-------------|
| 0.91 | 5 |

Source: primary data 2020

3.6 Research Procedure and ethical considerations

The researcher secured a letter of introduction from the Dean; school of Graduate studies and Research of Team University to proceed with the study after the proposal had been approved. Permission was also sought from the Chief Administrative Officer Dokolo District who gave the researcher a letter of introduction to the Head of departments, sectors and sub-county chiefs of the various departments and sub-counties. The researcher then set off to collect data from the respondents. Before collecting data, the respondents were assured of the confidentiality of the data given and guaranteed that it would only be used for academic purposes.

3.7 Data Analysis

The data collected was cleaned, sorted, entered in SPSS and analyzed. Descriptive statistics in the form of contingency

tables were used to describe the data. Measures of association were used to examine the relationship between the independent and dependent variables. The mean score, Pearson's correlation coefficients and the standard deviation used to interpret the respondents deviation from the mean.

IV. DATA PRESENTATION AND INTERPRATATION

4.0 Introduction

This chapter dealt with the results of a cross-sectional survey design as pointed out in the methodology. Pearson's rank correlation coefficient was applied to establish the relationships between the variables in the conceptual model.

4.1 Demographic Characteristics of Respondents

Demographic information shows the characteristics of the elements in the sample size: As such the researcher sought to establish the general information of the respondents, which formed the basis under which the interpretations are made. The table below indicated the demographic features of the respondent group in terms of basic characteristics such as age group, gender, and level of experience.

Table 1: Demographic Characteristics of the Respondents

| Items | Response | Frequency | Percent % |
|----------------------|-------------------|-----------|-----------|
| Gender in numbers | Male | 42 | 79.2 |
| | Female | 11 | 20.8 |
| Age Bracket in years | 26 – 35 | 19 | 35.8 |
| | 36 – 45 | 16 | 30.2 |
| | 46 – 60 | 18 | 34.0 |
| Position roles | Technocrat | 31 | 58.5 |
| | Political Leaders | 22 | 41.5 |
| Experience in years | 0 – 3 | 17 | 32.1 |
| | 4 – 5 | 5 | 9.4 |
| | 6 – 10 | 22 | 41.5 |
| | 11-20 | 7 | 13.2 |
| | Above 20 | 2 | 3.8 |

n= 53

Source: primary data 2020

With regards to the respondent gender, the male respondents dominated the study at 42(79.2%) while female were at 11(20.8%) implying that the findings were influenced by male respondents. This was a reflection of the gender ratio in the district. According to the respondents that could be accessed and interviewed, gender ratio is a cause for concern in several offices especially at the management level. While at the sub-counties, the numbers of female employees were low as most female employees prefer to work in urban settings. The higher positions in management were still held far more often by men than women.

In relation to the age of respondents in years, 35.8% were between 26 to 35; 30.2% aged 36-45 years and lastly the 34%

for those aged 46-60 years. This showed a balanced representation as all categories of individuals were equally represented for the study.

Regarding position held by respondents, the majority 58.5% were technical staff while 41.5% were political leaders implying that technocrats would weigh in the in terms of influence of playing politics at work-place because of the number and fraternity.

With regard to experience in years worked, results revealed that the majority 41.5% had worked between 6 to 10 years and that only 3.8% had more than 20 years of experience.

4.2 Findings on the Level of Organization Politics

The researcher investigated the level of organization politics in Dokolo district local government. This was analyzed using mean and standard deviation. The specific variables investigated under this, included organization goals and objectives, culture and self-interest. The detail of the findings was as shown in the tables below:

Table 2: Organizational goals and objectives

| Items | Mean | Std. Deviation | Interpretation |
|---|------|----------------|----------------|
| The employees were aware of the goals and objectives of the organizations | 3.11 | 1.03 | Moderate |
| The department/sector operated largely on widely understood, standing orders and guidelines | 3.94 | .89 | High |
| Standards for promotions and expectations for managing and leading were made clear. | 3.72 | .82 | High |
| There was a sense of affording easy familiarity and sociability | 3.85 | .74 | High |
| The goals and objectives allowed flexibility in diverse views. | 3.11 | 1.05 | Moderate |
| Aggregate Mean and Std. Deviation | 3.54 | 0.88 | High |

N=53
Source: primary data 2020
Legend: 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

The findings revealed that Organizational goals and objectives in Dokolo District Local Government was pursued highly by the staff with mean at ($\bar{x} = 3.54$) as per legend scale used in the study was rated high. This meant that the employees were more focus in pursuit of the goals and objectives of the district. The low standard deviation of ($s = 0.88$) showed coherence in the opinion of the respondents regarding the subject matter.

Table 3: Organizational culture

| Items | Mean | Std. Deviation | Interpretation |
|---|------|----------------|----------------|
| In the department/ sector what you saw was largely what you got | 3.11 | 1.03 | Moderate |
| The department/sector operated largely on widely | 3.94 | .89 | High |

| | | | |
|--|------|------|----------|
| understood, standing order, guidelines | | | |
| Refusing to understand and being unwilling to engage or cooperate with some powers holders could exact a price for somebody. | 2.91 | .87 | Moderate |
| Standards for promotions and expectations for managing and leading were made clear. | 3.72 | .82 | High |
| The culture of my organization provided first class services | 3.85 | .74 | High |
| Rules were occasionally bent and favors granted, but underhanded forms of influence were avoided | 3.11 | 1.05 | Moderate |
| An influential behavior, where it did exist, was low-key or deniable | 3.28 | .89 | Moderate |
| Conflicts were uncommon and were always resolved in time as there was a team player mentality | 3.85 | .77 | High |
| Aggregate Mean and Std. Deviation | 3.47 | 0.88 | High |

N=53
Source: primary data 2020
Legend: 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

The findings revealed that the culture in Dokolo District Local Government was pursued highly by the staff with mean at ($\bar{x} = 3.47$) as per legend scale used in the study was rated high. This meant that the employees were more focus in pursuit of the culture of the local government. This is further explained by a low standard deviation of (0.88).

Table 4: Showing analysis of Self-interest

| Items | Mean | Std. Deviation | Interpretation |
|--|------|----------------|----------------|
| Formally, standing orders were only invoked when convenient to those with power. | 2.64 | 1.06 | Moderate |
| In-groups and out-groups were usually well defined | 3.15 | .89 | Moderate |
| Whom you knew was likely to be more important than what you knew. | 2.74 | 1.13 | Moderate |
| Those who played the game, did far better than those who didn't keep abreast of the games being played | 3.19 | 1.11 | Moderate |
| Aggregate Mean and Std. Deviation | 2.93 | 1.05 | Moderate |

N=53
Source: primary data 2020
Legend: 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

The findings revealed that seeking to fulfill self Interest by staff in Dokolo District Local Government was moderate with mean at ($\bar{x} = 2.93$) as per legend scale used in the study. The low standard deviation of (1.05) shows cohesion in the opinion of the respondents regarding the subject matter.

Table 5: Summary of Level of Organizational Politics

| Item | Aggregate Mean | Std. Deviation | Interpretation |
|------------------------------------|----------------|----------------|----------------|
| Organizational goal and objectives | 3.54 | 0.88 | High |
| Organizational culture | 3.47 | 0.88 | High |
| Self Interest | 2.93 | 1.05 | Moderate |
| Grand Mean and Std Deviation | 3.38 | 0.93 | Moderate |

N=53

Source: primary data 2020

Legend: 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

In summary, the findings revealed that both the employees and the political leadership respondents were more focus in the Organizational goals and objectives, cultures which were both high and self-interest which was moderate. Overall Organizational Politics (Organizational goal, objectives, culture and Self Interest) in Dokolo District Local Government was moderate with mean at ($\bar{x} = 3.38$) as per legend scale used in the study, implying that Organizational Politics was practiced in Dokolo District Local Government moderately. From the interview, interviewees said that Organizational goal, objectives and self-interests were always competing and were the unique domain of interpersonal relations in the workplace. This is further explained by a low standard deviation of 0.93.

4.2.2 Level of Employee Performance

The researcher further determined the level of employee performance in Dokolo district local government and this was also analyzed using mean and standard deviation. The specific variables investigated under this, included a) Employee commitment by assessing the Timeliness of tasks completion, Innovation and creativity and Attentions to details that looked at the Quality and Quantity of work. . The details of the findings are as shown in the tables below;

Table 6: Timeliness of tasks completion

| Item | Mean | Std. Deviation | Interpretation |
|--|------|----------------|----------------|
| The employees had the right and desired competencies | 4.17 | 1.05 | High |
| All the positions in the establishment were dully filled | 4.19 | .92 | High |
| The set targets were always met | 3.74 | 1.16 | Moderate |
| Attendance; regularly reported to work; Followed procedures for breaks and notifies supervisor in advance of schedule. | 3.21 | 1.15 | Moderate |
| Activities were always completed in time | 3.39 | 1.13 | Moderate |
| Activity reports were submitted timely | 3.78 | 0.92 | Moderate |
| Support supervision were provided and sometimes sought. | 3.42 | 1.15 | High |

| | | | |
|---|------|------|----------|
| Extent to which employees demonstrate positive attitude and promote cooperation with supervisor, peers and others | 3.65 | 1.17 | Moderate |
| Aggregate Mean and Std. Deviation | 3.90 | 1.06 | High |

N=53. Source: primary data 2020

Legend: 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

The findings revealed that the performance of the employees in relation to the timeliness in task completion in Dokolo District Local Government was done with mean at ($\bar{x} = 3.90$), implying that performance of the employees were carried out competently. The standard deviation of 1.06 showed cohesion in the opinion of the respondents regarding the subject matter.

Table 7: Innovation and Creativity

| Items | Mean | Std. Deviation | Interpretation |
|---|------|----------------|----------------|
| Job Knowledge; Understood duties, responsibilities, had ability to use materials needed, and had the level of proficiency required to accomplish the work | 4.25 | 1.02 | Very High |
| Ability to be self-directed, efficient, creative and resourceful | 3.38 | 0.99 | Moderate |
| Assumed extra works on own initiatives and adapted quickly to new responsibilities. | 2.79 | 1.17 | Moderate |
| Ability to manipulate use of tools and equipment as alternative tool for services | 2.64 | 1.16 | Moderate |
| Ability to design, modify and produce new products that provided alternative service | 2.32 | 1.18 | Moderate |
| Aggregate Mean and Std. Deviation | 3.08 | 1.10 | Moderate |

N=53.

Source: primary data 2020

Legend: 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

The findings revealed that level of innovation and creativity of the employees of Dokolo District was moderate with a mean at ($\bar{x} = 3.08$) as per legend scale used in the study, implying that performance was moderate. The low standard deviation of ($s = 1.10$) showed cohesion in the opinion of the respondents regarding the subject matter.

Table 8: Quality and Quantity of Performance

| Items | Mean | Std. Deviation | Interpretation |
|---|------|----------------|----------------|
| Accuracy, thoroughness and dependability of performance result. | 3.08 | 1.14 | Moderate |
| Have the unique abilities and proficiencies rear among peers. | 2.79 | 1.17 | Moderate |
| The quality and quantity of services and products rendered satisfied needs of citizens on large scale | 2.81 | 1.32 | Moderate |

| | | | |
|---|------|------|----------|
| Regularly the District provided for recognitions on quality and quantity performance. | 3.38 | .99 | Moderate |
| Extent to which citizens expressed their satisfactions to quality and quantity of services. | 3.43 | 1.07 | High |
| The rewards were given based on performance | 3.68 | .96 | High |
| Rating of the satisfaction derived from the services and products provided. | 2.6 | 1.29 | Moderate |
| Aggregate Mean and Std. Deviation | 3.11 | 1.29 | Moderate |

N=53

Source: primary data 2020

Legend: 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

The findings revealed quality of performance in Dokolo District Local Government was moderate with mean at ($\bar{x} = 3.11$) as per legend scale used in the study, implying that employees standard on quality and quantity was moderate. This is further explained by a moderate standard deviation of 1.29.

Table 9: Summary of Level of Performance: Timelines of Task Completion, Innovation and Creativity, Quality and Quantity.

| Item | Aggregate Mean | Std. Deviation | Interpretation |
|-------------------------------|----------------|----------------|----------------|
| Timeliness of task completion | 3.9 | 1.06 | High |
| Innovation and creativity | 3.08 | 1.10 | Moderate |
| Quality and quantity | 3.11 | 1.29 | Moderate |
| Grand Mean and Std Deviation | 3.36 | 1.15 | Moderate |

N=53

Source: primary data 2020

Legend: 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

The findings revealed performance level in Dokolo District Local Government was moderate with mean at ($\bar{x} = 3.36$) as per legend scale used in the study, implying that general performance of the employees done was moderate these performances were timeliness of task completion, innovation and creativity, quality and quantity of results in Dokolo District Local Government. This is further explained by a moderate standard deviation of 1.15.

V. SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS OF THE STUDY

This section entails the summary of the study findings, discussion of the study in line with the literature review, conclusions and recommendations for the study.

5.1 Summary of the study findings

The study findings revealed that both the employees and the political leadership respondents were more focused in the Organizational goals and objectives, cultures which were both

high and self-interest was moderate. Overall Organizational Politics (Organizational goal, objectives, culture and Self Interest) in Dokolo District Local Government was moderate with mean at ($\bar{x} = 3.38$) as per legend scale used in the study, implying that Organizational Politics was practiced in Dokolo District Local Government moderately. From the interview, interviewees said that Organizational goal, objectives and self-interests were always competing and were the unique domain of interpersonal relations in the workplace. The low standard deviation of ($s = 0.93$) showed little dispersion in the opinion of the respondents regarding the subject matter.

In addition, findings on employee performance in Dokolo District Local Government revealed a moderate mean at ($\bar{x} = 3.36$) as per legend scale used in the study, implying that general performance of the employees done was moderate with timeliness of task completion, innovation and creativity, quality and quantity of results. This is further explained by the low standard deviation of 1.15.

5.2 Discussion of the study findings

Organizational Politics in terms of Goals and objectives, Culture and Self Interest in Dokolo District Local Government were established to be moderate with mean at ($\bar{x} = 3.38$), implying that Organizational Politics did exist but at a low-key. Conflicts were unusual, as there would be a team player mentality. Results revealed that Organizational interests/objectives and self-interests were always competing and were the unique domain of interpersonal relations in the workplace better quality service delivery overshadowed self-interests This aligns with Sikei *et al* (2009) who asserts that the main characteristics are the readiness of people to use power in their efforts to influence others and secure collective interests which among others also took care of self-interests just to avoid negative outcomes within the organization.

The study revealed that the level of commitment reflected in timeliness in service performance, innovation and creativity and attentions to details reflected in quality and quantity are key factors of performance in Dokolo District Local Government as evidenced by the high means and low standard deviations. This correlates with Haryanti (2007) who contends that organizational culture has a positive and significant effect on employee performance and that this in turn enhances timely delivery of services.

5.3 Conclusions

Based on the study findings, it can be concluded that political behavior was inevitable and desirable as political exchanges generate the dynamic and drive the debate behind organizational development and change initiatives. Numerous managers would likely find implementation of innovation and change challenging unless they posed political skills in Dokolo district local government. Furthermore, this study revealed that moderate organizational politicking neither produces extreme outcome of outstanding the relationship between organizational politics and employee performance.

5.4 Recommendations

Basing on the study findings, the researcher recommends that political leaders should put checks and balances in place to influence the technical staffs performance in their respective districts and the country at large.

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