

**INFLUENCE OF PERCEIVED ORGANIZATION
POLITICS ON EQUITY IN HUMAN RESOURCE
MANAGEMENT PRACTICES IN KENYA'S
PUBLIC SECTOR**

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**Influence of Perceived Organization Politics on Equity in Human
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DECLARATION

This thesis is my original work and has not been presented for a degree in any other University

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DEDICATION

I dedicate this work to my dear parents the Late Benjamin Nyakoe and the Late Agnes Mora Nyakoe for inculcating in me good virtues, the spirit of hard work and, their love for education.

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ABBREVIATIONS AND ACRONYMS

| | |
|-------------|--|
| AMOS | Analysis of a Moments Structure |
| ASTD | American Society of Training and Development |
| CFA | Confirmatory Factor Analysis |
| CFI | Comparative Fit Index |
| GFI | Goodness of Fit Index |
| GOK | Government of Kenya |
| EEO | Equal opportunity in Employment |
| EFA | Exploratory Factor Analysis |
| HRM | Human Resource Management |
| HR | Human Resources |
| KMO | Kaiser Meyer- Olkin |
| KNBS | Kenya National Bureau of Statistics |
| PAF | Principal Axis Factoring |
| PCA | Principal Component Analysis |
| POP | Perceptions of Politics |
| POS | Perceived Organizational Support |
| PSC | Public Service Commission |
| PWB | Proactive Work Behaviour |

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| RMSEA | Root Mean Square Error of Approximation |
| RW | Regression Weights |
| SAGAS | Semi-Autonomous Government Agencies |
| SEM | Structural Equation Modelling |
| SPSS | Statistical package for Social Sciences |
| UK | United Kingdom |
| USA | United States of America |

OPERATIONAL DEFINITION OF TERMS

| | |
|-------------------------------------|--|
| Coworkers political Behavior | refers to behavior manifested by organizational members working as groups which typically divisive and illegitimate and, is driven by self serving interests which exist outside the formal system of the organization (Liu & Wu, 2010). |
| Distributive Justice | refers to perceived fairness of the amount and allocation of rewards in terms of pay, promotions, benefits and opportunities among organizational members. It primarily focusses on extent of fairness in distribution of resources among employees in an organization (Greenberg & Colquitt, 2005). |
| Equity: | refers to a situation where best practice grounded on equal opportunity and impartiality to all is adopted in the management of human resources (Brindley, 2010). |
| Fairness: | refers to the presence of distributive justice in the execution of human resource practices in order to enhance high performance, high involvement and high commitment of employees (Greenberg, 2012). |

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| Human resource practices: | refers to a set of practices used by an organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relations and generate organization knowledge to sustain competitive advantage (Minbaeva, 2011). |
| Interactional justice | refers to the perception of equity in the web of relationship between supervisors and employees and among employees in an organization (Dai & Xie, 2016). |
| Perceived Organizational Politics: | this is individual or group behavior exhibited by organizational members that is largely informal, ostensibly parochial, typically divisive, and illegitimate – sanctioned neither by formal authority, accepted ideology, nor certified expertise (Ferris, Treadway, Brouer & Munyon, 2012). |
| Proactivity: | this is a set of self-starting, action oriented behavior aimed at modifying the situation or oneself to achieve greater personal or organizational effectiveness (Parker, Bindl & Strauss, 2010). |

Procedural Justice

refers to the perception of fairness of human resource processes and systems used to determine the distribution of rewards and decisions related to various human resource practices an organization (Nina, Cole & Flint, 2011).

Supervisor Political Behavior

refers to inferred behavior manifested by supervisors through their actions which is not formally sanctioned thereby obstructing fairness in the exercise of his or her authority to enhance equity in human resource practices (Kacmar, Andrews, Harris & Tepper, 2013).

ABSTRACT

In today's competitive business environment, equity is increasingly becoming part and parcel of best practice with human resources emerging as a major source of competitive advantage. Human resource systems and processes should promote equity to optimize employee productivity. This study sought to determine influence of perceived organization politics on equity in human resource practices in Kenya's public sector. The objectives of the study were: to determine influence of coworkers' political behavior on equity in human resource management practices in Kenya's public sector; to establish influence of supervisor political behavior on equity in human resource management practices in Kenya's public sector; to assess influence of political organization environment on equity in human resource management practices in Kenya's public sector, to establish mediating effect of proactive behavior on the relationship between perceived organization politics and equity in human resource management practices in Kenya's public sector and, to establish the moderating effect of organization climate on the relationship between perceived organization politics and equity in human resource management practices in Kenya's public sector. The study had three broad independent variables namely; coworkers' political behavior, supervisor political behavior and organization political environment. Organization climate and proactive behavior were the respective moderating and intervening variables. This study was a descriptive research involving 384 respondents drawn from public sector institutions. Data was collected using semi structured questionnaires which were self- administered using "drop and pick later" approach. Quantitative data was analyzed using descriptive and inferential statistics utilizing; Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA) and, Structural Equation Modelling (SEM). The results were tested at 5% level of significance. The study found out that; all predictor variables negatively influenced attainment of equity in human resource management practices in Kenya's public sector organizations. Organization climate was found to moderate the relationship while proactive behavior was found not to play any mediating role. Hypothesis testing was carried out using SEM and all the null hypotheses except for mediation were found significant at $P=0.05$. The null hypotheses for all the predictor variables were rejected, the null hypothesis for moderation was accepted and, the null hypothesis for mediation was rejected. The sub-hypotheses relating to the predictor variables were also rejected. The study concluded that nature of influence of perceived organization politics in Kenya's public institutions was largely destructive and, among others recommended; implementation of reforms, review of human resource management policies, involvement of employees in decision making, adoption of high performance work practices and, adoption of strategic recruitment to assure consideration of 'low-political' public servants.

CHAPTER ONE

INTRODUCTION

This chapter provides background information for developing an understanding of the concept of perceived organizational politics and its impact on organizational performance. Specifically, it explains the concept of equity in human resource management within the context of perceived organizational politics. The chapter also explains the statement of the problem, objectives of the study, the hypotheses, justification of the study and scope of the study.

1.1 Background of the Study

According to Zettler and Lang (2013) perceived organizational politics notwithstanding its history remains a contemporary challenge facing organizations whose impact may either be functional or dysfunctional. Hochwarter (2012) explains that unlike previous research in the 1980s, contemporary research has placed focus on the positive side of perceived organizational politics because of evidence that political behaviors can sometimes be beneficial to the development of legitimacy, the restoration of justice, relationship building, conflict resolution and affective commitment. Moreover, from other research (Haslina, Vina & Ithnin, 2017) it has been found that perceptions of politics has become part and parcel of the contemporary life of modern workplace, implying that human resource practitioners must tactfully act and offer solutions on how to cope with perceived politics in order to minimize any likely negative impact on the operational functions of human resource management.

Pfeffer (2010) argues that perceived organizational politics can positively impact organizational strategy implementation if it facilitates team influence to bring organizational members belonging to cross-functional teams together as a source of competitiveness. This implies that in the modern world of competition, political behaviors have constructive aspects that can be used to bring organizational members together towards execution of organizational activities without affecting equity of an organization's human resource practices. This notwithstanding however, perceived

organizational politics if not managed carefully can result into various destructive outcomes that can be detrimental to organizational performance including; lowering job satisfaction and organizational commitment (Liu & Wu, 2010), prevent realization of organizational citizenship behavior (Randall *et al.*, 1999) and reduce overall organizational performance (Vigoda & Galit, 2010). This implies organizational politics are inevitable and organizations must take conscious measures to ensure that any likely negative outcomes are minimized or even eliminated and that such behaviors are converted into being a source of organizational value.

1.1.1 Concept of Perceived Organizational Politics

According to Meurs, Gallagher and Perrewe (2010) perceived organizational politics is a product of social interaction process among organizational members characterized by competition for scarce resources and self-interest. Ferris, Treadway, Brouer, and Munyon (2012) define perceived organizational politics as inferred behavior exhibited by organizational members that is largely informal, ostensibly parochial, typically divisive, and illegitimate – sanctioned neither by formal authority, accepted ideology, nor certified expertise. This implies that perceived organizational politics is based on perceptions arising out of ones observations on the behavior of organizational members as individuals or groups mainly driven by self -interest.

Kacmar, Andrews, Harris and Tepper (2013) explain that perceived organizational politics is difficult to observe but can be manifested in various ways and actions including; emergence of anti-social behavior characterized by blaming, manipulating and attacking others, by-passing authority and superiors, withholding information, ingratiating and praising others, creating and maintaining favorable image through impression management, developing coalitions with powerful and influential persons, attaching to senior management right before promoting decisions and creating obligations. This implies that perceived organizational politics has the potential of obstructing justice in an organization and some members may be victims of political maneuvers by fellow colleagues in the same organization.

A number of previous studies have shown that perceived organizational politics impact organizational operations in various ways including; lowering job satisfaction and organizational commitment (Liu & Wu, 2010), prevent realization of organizational citizenship behavior (Randall et al., 1999), reduce overall organizational performance (Vigoda & Galit, 2010), improve individual employee performance (Blickle & Schnitzler, 2011), increase employee extra role performance (Munyon Summers, Thompson and Ferris, 2014) and result in emergence of retrogressive employee behaviors (Enran, 2011). These findings imply that Perceived organizational politics has both positive and negative outcomes and that while human resources are recognized as a source of competitive advantage (Pfeffer, 2010), organizations must focus on implementing strategic human resource decisions which will enable employees cope with the impact of perceived organizational politics and other dynamics of the work environment for their success. Further, De Ceiri, Kramar, Noe, Hollenbeck, Gerhart and Wright (2011) explain that organizations must adopt human resource policies, systems and processes that positively influence employee behaviors, attitudes and performance in order to overcome the negative impact of perceived organizational politics.

Moreover, Hsin-Hua, Chia-Wu and Chi-Sheng (2012) explain that destructive organizational politics present various negative effects to an organization including; reduction of employee morale and job performance, weaken organizational unity and cohesion and impair the development of social exchange relationships among organizational members. Constructively however, perceived organizational politics may act as a source of motivation for employee hard work and achievement (Chen & Lin, 2014), enable managers develop better political capabilities that will help them to effectively handle complex issues of political nature within and between organizations and enhance procedural and distributive justice within the work settings which are also viewed as social market places (Rosen, Levy & Hall, 2011). This implies that perceived organizational politics is an inevitable reality in organizations which human resource practitioners must address to make it a socially functional phenomenon for it to be value adding to organizational growth and success.

1.1.2 Global Perspective on influence of Perceived Organizational Politics

Globally, perceived organizational politics has pervaded organizations across the world. In the United States, The American Society of Training and Development (ASTD) (2010) noted that American organizations spent \$125.88 billion on employee learning and development and, research on human resource management practices to enable them manage political perceptions of employees, attitudes and behaviors in the workplace. This shows that organizational politics remains a key issue among American organizations. In Finland, Aino & Jamsen (2010) studying on Perceptions of politics and fairness in merit pay in the public sector found out a high level of politics in pay decisions which had negatively affected effectiveness of the pay system and the level of distributive justice. This is indicative that perceived politics affected equity of pay decisions in Finland. In Israel (Eran, 2011) researching on the link between perception of politics and organization image among Local Authority employees found out that these two constructs were negatively related meaning that high levels of politics negatively affected organizational image which in turn affected job attitudes including satisfaction and commitment.

1.1.3 Regional Perspective on Influence of Organizational Politics

The influence of perceived organizational politics has also been researched on regionally. Ladebo (2010) studying on perceived politics in Nigeria's public sector found out that job ambiguity predicted perception of politics in Nigeria's public sector. He further found that the relationship between perception of politics and organizational citizenship behavior was stronger when employees reported lower levels of felt obligation towards the organization. In Egypt Latif, Abideen and Nazar (2011) found that perceived politics affected fairness of pay systems and led to conflicts between employees and management implying that perceived organizational politics affect implementation of effective, equitable and fair compensation systems thereby compromising realization of the set organizational objectives.

In Ghana, Eric (2013) studying on influence of perceived organizational politics on employee's work-related outcomes like job involvement and turnover intentions in banks, telecommunication and insurance companies found out that perceived organizational politics positively and significantly influenced job involvement and had no effects on employee turnover intentions. In a related study, Nwinzia and Ojiabo (2017) observed that perceived organizational politics influenced employee job satisfaction. Focusing on employees of the health sector of Rivers State in Nigeria, the study observed that perceived politics had significant influence on job satisfaction and recommended organizations to actively focus on positive political behavior that will boost job satisfaction especially through ensuring proper pay structure, pay performance and fair reward of bonuses. These findings are proof of the earlier findings that perception of politics can either be constructive or destructive depending on how an organization manages the perceptions of its members in the pursuit of realizing its objectives.

1.1.4 Local Perspective on Influence of Perceived Organizational Politics

The impact of perceived politics has to a large extent not been studied in Kenya. Ndung'u and Muathe (2014) studying on influence of organizational politics on work outcomes found out that perceived politics had both positive and negative effects on work outcomes. The public sector of Kenya like other organizations must therefore be prepared to mitigate and manage incidences of perceived politics in human resource management practices for improved employee and organizational performance. The study concluded that perceived organizational politics is not inherently bad although it is often portrayed negative and, organizations should be aware of its potentially destructive aspects in order to minimize the negative effect of the same. This makes this study essential at this point in time when Kenya's public sector is desirous to undertake reforms aimed at improving and sustaining performance.

1.1.5 Human Resource Management Practices

Human resource management practices provide the system through which organizations are able to realize their strategic human resource objectives. They are the bundles which work together towards achievement of the whole, that is; they must be executed as a set of interrelated activities for them to produce results. Effective human resource practices are crucial for an organization's success because it is policies, practices and systems that influence employees' behavior, attitudes and performance and, help in optimizing the labor potential of employees (De Ceiri *et al.*, 2011).

According to Buch, Kuvaas and Dysvik (2012) the key objective of human resource management practices in any organization is to align employee behaviors with outcomes associated with organizational effectiveness. This implies that among others, they are expected to enhance equity and contribute towards building a value system that could nurture development of appropriate behaviors which support attainment of organizational objectives.

Organizations including those in the public sector have shown interest in adopting best practice in the management of human resources. This is gaining ground because of the anticipation that they will enhance equity and bring about competitiveness (Pfeffer, 2010). Further, there exist scientifically verifiable findings pointing to a positive relationship between an organization's equitable human resource management practices and employee performance (Liao *et al.*, 2009).

Equity is enhanced in situations where there exist distributive and procedural justice in the execution of human resource practices. Greenberg (2012) noted that distributive justice facilitates execution of discretionary human resource management practices including; high performance work practices, high involvement work practices and high commitment work practices. These strategic work arrangements enable organizations to invest in skills and abilities of employees, facilitate employee collaboration in problem solving, and provide incentives to enhance employee motivation.

The American Society of Training and Development (ASTD) (2010) recommended that equitable human resource practices should meet the following criteria: they should be geared towards the enhancement and acquisition of human capital; should be designed to enhance employee competencies; should facilitate empowerment of employees and, encourage employees to identify with the goals and objectives of the organization. This forced organizations to adopt contemporary human resource management practices are assumed to be fair and equitable and are affected by factors within and outside an organization including perceived organizational politics.

Notwithstanding the importance of contemporary human resource management practices on individual employees and organizations, the influence of political factors is increasing day by day. De Ceiri *et al.* (2011) points out that political influence affects equity in human management resource practices resulting in hiring of incompetent employees, being unable to observe equal opportunity in employment, implementation of unfair pay systems and skewed resource allocation for training and appraisals.

Brindley (2010) observe that perceived organizational politics affect equity in recruitment by forcing organizations to justify absence of equal employment opportunity (EEO) on grounds of applicant's age, education, social background and gender in selection , thus allowing use informal interview sessions internally with potential candidates who are willing to work under their terms thereby compromising on transparency. Similarly in promotion, perception of politics can see an incompetent employee promoted to a more demanding role, based on non-rational good rapport.

1.1.6 Kenya's Public Sector

Kenya's Public Sector is broad comprising of National Government, State corporations, Parastatals and County Governments. Over the last decade, Kenya's public sector has implemented reforms touching on the management of human

resources in its quest to improve service delivery. The Second Medium Term Plan of Kenya Vision 2030 development blueprint (GoK, 2013) identified human resources as a key component of public service delivery and driver of the corporate governance processes. The Public Service Commission is an independent Commission constitutionally mandated to develop, implement and oversee human resource practices that can facilitate public servants as employees to perform in their respective jobs (GoK, 2012).

Kenya's public sector is the largest formal employer with close to 800,000 employees (KNBS, 2016). The sector is crucial in the provision of public services which define the essence and role of government to the citizens. Kenya's public sector has well-established systems and procedures for discharging human resource functions with massive reforms being implemented over time. The Public Service Commission (2015) has endeavored to provide human resource management policy guidelines and procedures aimed at improving the performance of public servants to assure efficiency in the delivery of services.

1.2 Statement of the Problem

In today's world of work, organizations are increasingly focusing on human resources as a source of competitive advantage (Pfeffer, 2010) that will leverage on their operations to achieve organizational success. This requires the system for delivery of the human resource management function to be characterized by high levels of transparency, accountability and fairness. Equity in human resource management is important because it bolsters employee confidence, encourages motivation and improves employee productivity. Moreover, employees will be more satisfied at work if there is perception that the human resource function is executed in a manner that promotes equity in terms system procedures (procedural justice), distribution and allocation of resources (distributive justice) and interaction among organizational members (interactional justice).

The social interaction process among employees sometimes lead to emergence of workplace behaviour which affect attainment of equity (Vigoda & Galit 2010). In a study involving Analysis of the relationship between perceived organizational politics and fairness of pay (Aino & Jamsen, 2010) found out that perceived politics hampered the attainment of equity on issues related to reward. A similar study on human resource management practices, intrinsic motivators and performance in the public sector (Giauque, Biget & Varone, 2013) observed that perceived politics positively impacted on public service motivation and individual performance. This implies that perceived organizational politics has both constructive and destructive outcomes on human resource management practices.

These preceding studies notwithstanding, it should be acknowledged that as part of best practice, contemporary organizations are expected to observe equity in resource management. The execution of human resource management practises is therefore anticipated to be fair, transparent and accomodating in terms of procedures, distributive processes and interactional aspects to all organizational members. This can only be assured through objective scientific research. Moreover, information from this a study would be essential in assisting Kenya's public institutions in their quest to providing lasting solutions to challenges of perceived politics in human resource decisions to attain equity for sustained peformamnce through improvement of employee productivity and job satisfaction.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to determine influence of perceived organizational politics on equity in human resource management practices in Kenya's public sector.

1.3.2 Specific Objectives

The specific objectives of the study were;

- i. To explain influence of coworkers' political behaviour on equity in human resource management practises in Kenya's public sector.
- ii. To establish influence of supervisor political behaviour on equity in human resource practises management in Kenya's public sector.
- iii. To assess influence of organization political environment on equity in human resource management practises in Kenya's public sector.
- iv. To establish the mediating effect of proactive behavior on the relationship between perceived organizational politics and equity in human resource management practises in Kenya's public sector.
- v. To determine the moderating effect of organization climate on the relationship between perceived organizational politics and equity in human resource management practises in Kenya's public sector.

1.4 Research Hypotheses

This study was anchored on the following research hypotheses;

- Ha1:** A high degree of coworkers' political behaviour negatively influence equity in human resource practices in Kenya's public sector.
- Ha2:** Supervisor political behavior negatively influence equity in human resource practices in Kenya's public sector.
- Ha3:** Organization political environment negatively influence equity in human resource practices in Kenya's public sector.
- Ha4:** Proactive behavior mediates the relationship between perceived organizational politics and equity in human resource practices in Kenya's public sector.
- Ha5:** Organization climate moderates the relationship between perceived organizational politics and equity in human resource practices in Kenya's public sector.

1.5 Significance of the Study

This study was essential because it was hoped to assist in providing information on the nature of influence of perceived politics in human resource practices and suggest solutions for addressing any noted challenges to facilitate attainment of equity in human resource practices. The findings of this study were also envisaged to benefit various stakeholders who directly or indirectly deal with and or are interested in the operations of Kenya's public sector.

Both National Government and County Governments have a constitutional obligation to provide effective and efficient services to the Kenyan public and, facilitate the attainment of social, political and economic progress for the Kenyan nation. This study provided useful information for formulating appropriate strategies that will minimize or reduce the impact of perceived organizational politics on equity in the execution of the various human practices and, encourage employees to take initiative and remain focused on service delivery.

Further, the findings of this study would also assist scholars and academicians for further research. Public service delivery is a key area of concern for the academia and the findings from this study provided information that would assist in further research which, as academicians, would enable them provide solutions on how to improve employee productivity and service delivery in the entire public sector of Kenya.

Moreover, information from this study would be beneficial to human resource practitioners and consultants especially those practicing in the area of human resource management. Information from his study would assist them in developing strategies whose implementation may assist in reducing perception of politics in organizations, make it constructive and, facilitate adoption contemporary management practices that would promote equitable distribution of resources and opportunities.

Information from this study will also assist the consultants in the provision of advisory services that would assist in improving employee productivity and performance. For the case of human resource practitioners this study would be beneficial in their practice on how to operationalize contemporary human resource practices anchored on fairness, transparency and equity for sustained employee and organizational performance.

The general public who visit government ministries and departments for service and, the general public would benefit from the findings of this study because if implemented they stand to receive faster, relevant and more efficient services. It is hoped that implementation of the study findings would assist government employees to be more responsive, creative and innovative in dealing with perceived politics at work to enhance job satisfaction and improve on service delivery.

1.6 Scope of the Study

This study focused on public sector institutions including; National government ministries, County governments, Government controlled State Corporations, Independent Commissions and Parastatals. The study involved a sample of 384 employees working at the headquarters of the respective public institutions.

1.7 Limitations of the Study

This research like others faced limitations. Difficulty of obtaining information from the respondents who seemed to have feared victimization due to the sensitivity of issues was biggest challenge. This was however mitigated through our detailed data collection process which among others included; seeking permission from the respective heads of departments and sections who allowed our team of Research Assistants to collect data from the respondents with a promise for confidentiality of the said information and, undertook a commitment that the information provided was to be used solely for this research.

Secondly, the study faced a limitation of developing an understanding on what constituted perceived politics on the part of respondents. Some of the respondents thought that perceived politics was part of the normal politics as practiced by political leaders. This was overcome by taking reasonable time to explain to our respondents what perceived politics was all about, how they could detect the presence of the same at their workplace and, encouraged them to provide the needed information for the sake of this study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature on the variables of the study. The discussion was organized into various sections including; theoretical review, empirical review, conceptual framework, critique of the empirical literature, summary and research gaps.

2.2 Theoretical Review

The variables of this study can be linked to a number of theories that have over time been studied and discussed by various scholars. The theories that were found relevant to the variables under study are discussed in this section of this study.

2.2.1 Perceived Organizational Support (POS) Theory

This theory explains that reaction of employees is based on their perception about their organization. The theory explains that if employees perceive that the organization cares about their well-being and values their contributions, they will have a sense of obligation to return favorable treatment by engaging in behaviors that will benefit the organization. This argument has been found to hold, by a number of scholars including; Dysvik and Kuvaas (2012) and Kraimer, Seibert, Wayne, Liden & Bravo (2011). This theory therefore implies that an organization is obligated to embrace employees as co-workers for it to be perceived as supportive in order for them to work hard and enable the organization achieve its performance objectives.

In line with the spirit of this theory, positive perceived political behaviors among co-workers will enhance equity in the execution of the various human resource management practices. This theory would be instrumental in shaping the quality of the relationship among employees, between employees and, the organization. POS theory offers an interesting and useful perspective as the explanatory mechanism for

adopting human resource management practices that facilitate fairness and equity at the workplace.

Further, in line with the arguments of this theory, the degree to which employees perceive their organization as fair in matters relating to pay and promotion will directly influence their actions in terms of how they will behave and more specifically how they will regard the organization's human resource practices as fair and equitable. This applicability of this theory is essential in shaping co-workers behavior to support attainment of equity in human resource management practices.

2.2.2 Social Exchange Theory

The social exchange theory was developed in the 1960s by George Homans and Peter Blau. Having a background in social psychology, they viewed social behavior as a result of social exchange process whose purpose is to maximize benefits and minimize costs. This theory is therefore rooted in the history of mutual exchanges between an organization's entities and, is based on the explanation that the quality of relationships among employees and, between employees determines both employee and organizational outcomes.

This theory has been found to have wide applicability in modern organizations because it provides a theoretical framework for linking human resource practices and employee outcomes. Kuvaas, Buch and Dysvik (2010) explain that this theory is hinged on the norm of reciprocity in which, if an employee perceives an organization positively, he or she shall reciprocate by working hard and realize positive outcomes. Based on the arguments of this theory therefore, employee political behaviors are influenced by their perception about the organization in terms of whether it cares about their well-being and values their contributions at the workplace.

According to this theory positive perceived political behaviors among coworkers will facilitate attainment of high quality exchange relationships resulting in mutual wellbeing of all organizational members. Exchange in an organization can take the form of economic or social. In economic exchange, there are explicit contractual

monetary payments for work done which should be based on clear terms. Reciprocity is an economic exchange which is usually short term and is clearly specified. Kuvaas *et al.* (2010) explain that social exchange is characterized by unspecified time frame and usually develops in a friendly and trustworthy context where people follow the norm of reciprocity to repay those who benefit. Within the context of perceived organizational politics, employees as co-workers will therefore be expected to engage openly, discern self-serving behavior and interests and, create an environment of mutual trust to enhance clarity and minimize the degree of perceived politics to allow for betterment of all organizational members and the organization.

2.2.3 Self Determination theory

This theory was propounded by Edward Deci and Richard Ryan in the 1970s through 80s. The theory links personality, human motivation and optimal functioning. The theory posits that motivation- intrinsic and extrinsic- is a powerful force in shaping one's personality and behavior. This theory explains that autonomous and controlled motivations may sometimes emanate from the way power and control is exercised by supervisors and or managers differ in terms of both their underlying regulatory processes and their accompanying experiences. It further suggests that employee behaviors can be characterized in terms of the degree to which they are autonomous versus controlled implying that the manner in which power and authority is exercised by those in management would directly determine the degree of perceived politics in the organization.

This theory seeks to distinguish between autonomy and controlled motivation at the workplace. The theory argues that individual autonomy involves acting with a sense of volition and having the experience of choice. Jiang, Lepak, Hu and Baer (2012) explain autonomy as endorsing one's actions at the highest level of reflection. Thus, intrinsic motivation is an example of autonomous motivation which results when people engage in an activity because they find it interesting and when they do it wholly with volition (Aino & Jamsen, 2010).

This theory is relevant to supervisor's use of power and control as a vital component of organizational politics. This is because proper and measured use of power by those in authority calls for independence of mind to avoid situations where some organizational members may manipulate the holder of authority to their advantage thereby exploiting and or disadvantaging others. Actions and behavior by those in power such as supervisors will directly determine how employees will relate with each other and whether they can have common focus in the discharge of their work duties for organizational growth.

Further, in line with the propositions of this theory, employees would stand to realize autonomous motivation if power and control is exercised fairly and control is viewed as balanced for it to be a supportive ingredient of good human resource practices (Conway & Monks, 2010). In contrast, if the exercise of power by supervisors and or managers is characterized by abuse, threats, partiality and devoid of equity in resource allocation, the degree of perceived politics will be high and this will be detrimental to the execution of human resource practices being pursued by an organization. Other studies (Fernet, Guay, Senécal, & Austin, 2012; Chua, Wong & Koestner, 2014) have shown that autonomy is positively related to self-actualization, self-esteem, ego development and integration in personality.

2.2.4 Impression Management Theory

This theory was introduced by Goffman in 1950s and it describes efforts made by an individual employee to change, protect or create an image held by others (Bolino, Turnley & Bloodgood, 2010). From an individual employee's perspective impression management can be viewed as self-presentation since individuals attempt to control their images before the eyes of other organizational members. In order to achieve this, employees engage in impression management behaviors which are not only vital to themselves but also to their organizations.

Within the realm of perceived organizational politics, organizations use various strategies to fulfill their impression management objectives. Jain (2012) classified these strategies into three namely; supervisor-focused, self-focused and job focused

strategies. Supervisor-focused tactics are favor-rendering behaviors exhibited by employees. Individuals who employ such tactics may compliment and praise their supervisors, strive to be seen as helpful, considerate and kind.

Similarly, self-focused tactics involve behaviors which are designed to make individuals look like polite, hardworking and dedicated employees (Kamdar & Johnson, 2013). Individuals who employ these tactics tend to work especially hard when others are looking, work for longer hours and suggest work related solutions which can be helpful to the organization. Job-focused tactics involve self-promotive behaviors and are designed to make employees appear more competent at their job. All these strategies serve to define an organization's political environment.

This theory is applicable in addressing political environment challenges facing employees involved in perceived organizational politics. An organization's political environment consisting of conditions that force employees strive to appear respectful to their supervisor, hardworking, self-disciplined, polite and competent in their job and use it to manipulate their supervisors to gain favors such as; promotion, recognition for good work, gain opportunities for training and other benefits may present detrimental outcomes as far as equity in human resource management practices are concerned.

Further, environments that force employees resort to use political skills or tactics to survive the power games and workplace dynamics of political nature will not provide sustainable solutions to execution of organizational functions including equity in human resource management. Previous studies have shown the direct effect of impression management tactics on work outcomes such as career success and performance appraisal (Bolino, *et al.*, 2010), job performance (Cheng, Chiu & Tzeng, 2013), performance rating (Holtz, 2013) and selection interviews (Kacmar, Delery & Ferris, 2011) implying that an organization environment that force employees to engage in impression management tactics will not add value to addressing equity in execution of HRM practices.

2.2.5 Theory of Reasoned Action

This theory was developed by Ajzen and Fishbein in 1975 and has since been recognized as one of the most influential theories of human behavior. According to this theory, human behavior is influenced by the intention to execute reasoned action behavior and the impact of the same before the eyes of others in an organization. This theory argues that to engage in a behavior is a good predictor of the behavior itself. The main assumption of this theory is that an individual has freedom of choice to engage in a given behavior and has the control to perform or not.

Essentially communication defines the nature of political environment in any organization. It is action oriented because it forms the first stage in initiating some action by a party in the communication process. Employers being actors in the communication process are expected to be reasonable to the other party in terms of providing accurate, timely and complete communication. If any of these aspects are lacking, the other party- recipient- would suffer due to communication parity where one party has the advantage of say, timely or accurate information.

A party the theory argues responsible for communication should be reasonable enough not accept the communication function to be used to achieve perceived political ends by some organizational members or actors who may be pursuing personal interests. The responsibility of communication should, in accordance to this theory be executed with reasoned action where the responsible person will be in charge of his behavior before, during and after the communication process and will be cognizant of the likely impact his or her behavior will cause to the other party in the communication process.

In the spirit of this theory, an organization's political environment is expected to be open in terms of relaying information to all organizational members in a timely manner. The Communication process is intended to be facilitative and be an essential tool to promote cohesion and teamwork among organizational members. A good political environment is one characterized by efficient communication process where all organizational members are equally updated with needed information. However,

if the communication is characterized by acts of withholding information, purposeful delay of information, absence of clarity and or not communicating at all with intentions of serving personal and or group interests, then this environment will not be facilitative in the execution of best human resource principles and practices. The latter will lead to exclusion and heighten tensions among organizational members and this will adversely affect organizational functions including those touching on human resource management.

2.2.6 Procedural Justice Theory

This theory was propounded by Thibaut and Walker in 1975 and is concerned with fairness and transparency of the processes of how decisions are made in terms of rewards, promotions, resource allocation, benefits administration etc. It encompasses the perceptions an employee holds about the policies and procedures administered by an organization. Procedural justice impacts on employee job attitude and performance. More than distributive and interactional justice, it highly affects employee cooperative behavior and performance (Aryee, Chen & Budhwar, 2012).

Procedural justice theory argues that organizational politics are related to the inefficiency of human resource systems and decision making processes in an organization. According to this theory, minimal justice and fairness in an organization's policies and procedures for promotion, pay and development were found to be indicators of an equitable system which positively impact on organizational outcomes.

This theory proposes that perceptions of justice and fairness of an organization's human resource management procedures and practices create a climate conducive for the realization of a variety of work outcomes. Drawing from this theory therefore, high incidences of perceived politics will have destructive effect on equity in human resource practices. Further, a fair procedure is one that is applied consistently, is free from bias, is based on accurate information, has some mechanism for correcting wrong decisions, conforms to ethical standards, and gives those affected voice. Fair procedures are valued because they give people some control over decisions and are

thus regarded as instrumental for achieving fair outcomes and; communicate to people their standing in a group, with fair procedures signaling that they are respected in the group (Greene, 2013).

2.3 Conceptual Framework

A conceptual framework is a hypothesized representation of the relationship of the variables in a given study. According to Robson (2011) a conceptual framework is a hypothesized representation that identifies the model under study and the relationship between dependent and independent variables. A conceptual framework therefore consists of a set of broad ideas and principles which the researcher uses to present his study.

Kacmar *et al.* (2013) explains that perceived organizational politics comprise of those actions by organizational members that are perceived to be driven by self-interest and are directed towards furthering and or safeguarding members' own goals without regard of the well-being of others or the organization. The study conceptualized perception of politics to include actions as; aligning with authority for self-interest, control of organizational resources without being mindful of others, cherishing self-serving behaviors, withholding and or distorting information for selfish benefits, failing to enforce policies and procedures, using flattery, shifting blame and maligning others to appear better. These are conceptualized in Figure 2.1

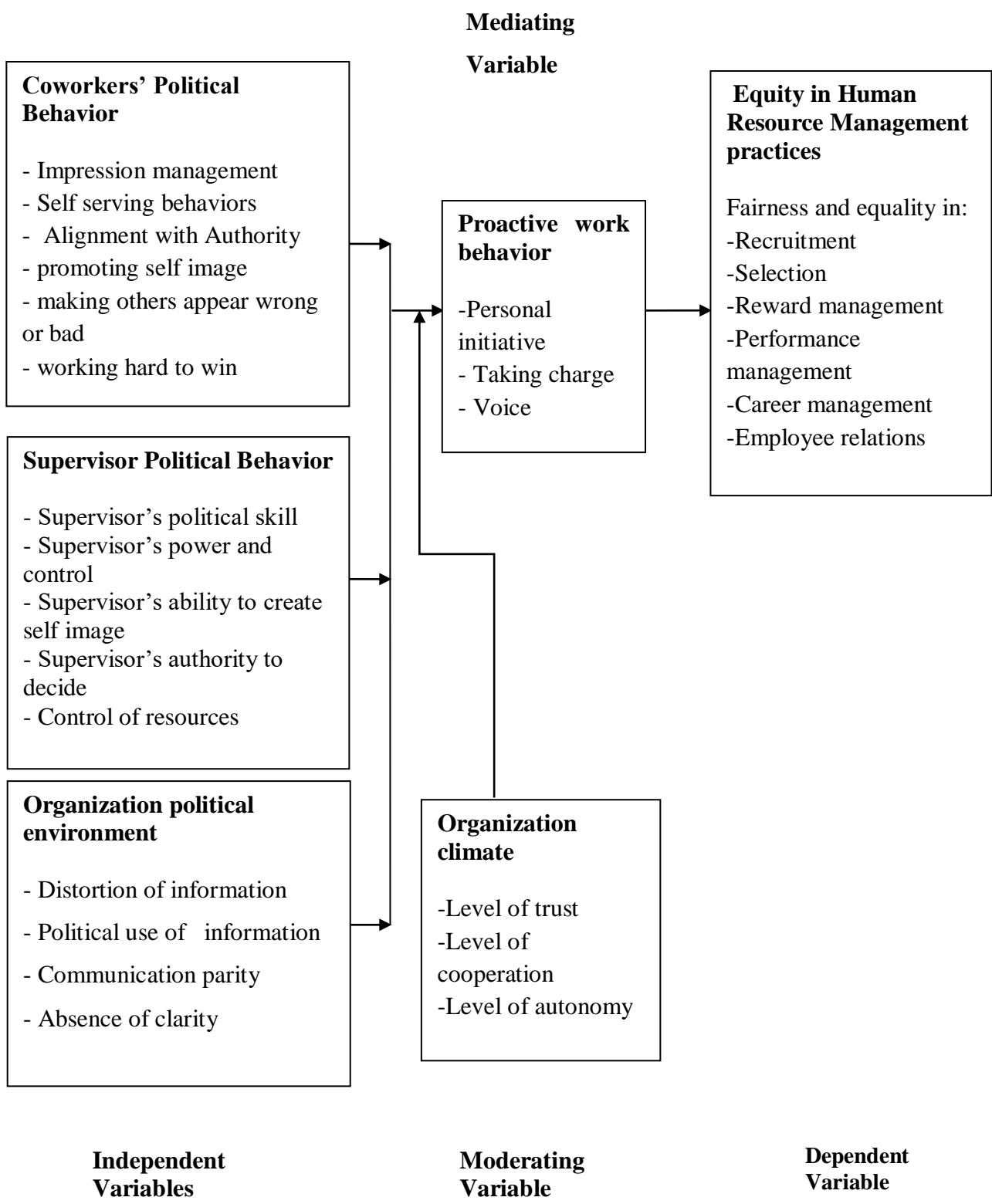


Figure 2.1: Conceptual Framework

2.3.1 Operationalization of variables under study

(i) Coworkers' Political behavior

Political behaviors among employees intended to achieve either individual or group interest have been found to have mixed results on various strands of organizational performance. A study by Gotsis *et al.* (2011) found out that pro-social behavior among employees with strong reciprocity led to development of constructive politics that was beneficial of all organizational actors. The study also noted that organizational systems which are open resulted in effective management of self- and group interests through trust-formation processes thus facilitating the reconciliation of diverse stakeholders' interests and competing views.

In a related study Eran *et al.* (2011) employee behavior built on destructive politics had a negative impact on job satisfaction and commitment. The study in part noted, 'when employees see the organizational atmosphere as unjust and unfair, their first reaction is dissatisfaction with the job and diminished organizational commitment and this affects the general image of the organization.' These findings imply that workers behavior- either individually or collectively- influence organizational processes including execution of human resource practices and this influence can either be positive or negative. It was thus hypothesized that;

H₀₁: A high degree of constructive coworkers' political behavior positively influence equity in human resource management practices in Kenya's public sector.

The sub hypotheses of this hypothesis included;

H_{01(a)}: A high degree of constructive coworkers' political behavior positively influence procedural justice being an aspect of equity in human resource management practices in Kenya's public sector.

H_{01(b)}: A high degree of constructive coworkers' political behavior positively influence distributive justice being an aspect of equity in human resource management practices in Kenya's public sector.

H_{01(c)}: A high degree of constructive coworkers' political behavior positively influence interactional justice being an aspect of equity in human resource management practices in Kenya's public sector

(ii) Supervisor Political Behavior

Supervisors have the authority and power to direct and guide employees to perform organizational tasks associated with their jobs. A study by Aino and Sini (2010) found out that high level of perceived supervisor political behavior led to favoritism in performance appraisal which in turn had a negative effect on fairness and effectiveness of the pay system. The study further noted that pay systems were perceived most effective where there was low levels of organizational politics and high levels of distributive justice and or voice.

In their study Vogel, Mitchell, Tepper, Resturbog, Changya, Hua and Huang (2015) found out that supervisor perceived political behaviors characterized by abuse of office, power and authority was not only unfair but also violated employees' expectations of respectful social interaction. These findings imply that supervisor behavior has a direct influence on execution of organizational tasks and processes including ensuring equity in human resource practices. Hence it was hypothesized that;

H₀₂: Supervisor political behavior positively influence perceptions of equity in human resource management practices in Kenya's public sector.

The sub-hypotheses of this hypothesis included;

H_{02(a)}: Supervisor political behavior positively influence perceptions of procedural justice being an aspect of equity in human resource management practices in Kenya's public sector.

H_{02(b)}: Supervisor political behavior positively influence perceptions of distributive justice being an aspect of equity in human resource management practices in Kenya's public sector.

H_{02(c)}: Supervisor political behavior positively influence perceptions of interactional justice being an aspect of equity in human resource management practices in Kenya's public sector.

(iii) Organization Political Environment

An organization's environment is a vital predictor of overall performance of tasks and processes in an organization. Kassra (2015) explains that unfavourable political environment characterized by internal conflicts and discrimination will not support any form organizational justice. The study further notes that in the contemporary management practice, an organization's political environment is envisaged to be supportive through propagating a spirit of consultation, respect of divergent opinion and enhancing inclusivity in decision making.

Drawing from the foundations of informational justice theory, Kwok and Alk (2016) noted that organizational members must nurture an environment that encourages acceptance of the co-worker's view primarily through building a perception of ability-based trustworthiness as the only sure way to overcoming contemporary challenges at the workplace. These findings imply that organization environment consisting of destructive elements of perceived politics characterized by distortion, withholding information, delay in communication, and disrespect for others' opinion, internal conflict and, discrimination cannot add value to the aspirations of contemporary principles of best practice in human resource management. It was hence hypothesized that;

***H₀₃:** Organization political environment positively influence equity in human resource management practices in Kenya's public sector.*

The sub hypotheses included;

***H_{03(a)}:** Organization political environment positively influence procedural justice being an aspect of equity in human resource management practices in Kenya's public sector.*

***H_{03(b)}:** Organization political environment positively influence distributive justice being an aspect of equity in human resource management practices in Kenya's public sector.*

***H_{03(c)}:** Organization political environment positively influence interactional justice being as aspect of equity in human resource management practices in Kenya's public sector.*

(iv) Proactive Behaviour

In order to navigate the challenges of perceived politics, organizational members-employees and management- must possess skills, knowledge and competencies required for the modern workplace. While sometimes actions by co-workers or supervisors may be blamed for rising incidences of perceived destructive politics, employee inadequacy can also be blamed in equal measure. Parker *et al.* (2010) explain that proactive employees or managers must have three attributes; they must be self-starters, change oriented, and future focused.

In another study on proactivity (Parker & Collins, 2010) indicate that the modern workplace require employees who are proactive for them to be able to exercise creativity, strategic thinking and be innovative in their quest to provide unique solutions at work. It is therefore anticipated that proactive employees would be at a position to deal with any likely negative influences of perceived politics to enhance equity and fairness in human resource practices. They are also expected to foresee the future and address any likely challenges in time before a modest member realizes of that challenge. Hence it was hypothesized that;

H₀₄: Proactive behavior does not mediate the relationship between perceived organization politics and equity in human resource management practices in Kenya's public sector.

(v) Organization Climate

Since the concept of organization climate emerged in 1960s scholars have attempted to explain its linkage to organizational performance. MacCormick and Parker (2010) explain that organizational climate concept is multi-dimensional consisting of a relatively enduring quality of an organization's internal environment that; (a) is experienced by its members, (b) influences their behavior and (c) can be described in terms of values of a particular set of characteristics of the organization. This study considers human resource practices as one of the variables whose performance will be influenced by organization climate.

The study argues that the effective and fair execution of human resource practices could be realized faster in situations of conducive climate driven by identity and value system than a case where the climate was largely unconducive. It was therefore hypothesized that;

H₀₅: Organization climate does not moderate the relationship between perceived organization politics and equity in human resource management practices in Kenya's public sector.

(vi) Equity in Human Resource Management practices

Equity in human resource management practices is reflected from the presence of procedural, distributive and interactional justice in an organization. De Ceiri *et al.* (2011) observe that effective human resource management practices are crucial for an organization's success because they influence employees' behavior, attitudes and performance. Kuvaas *et al.* (2010) explain that the key objective of human resource practices in any organization is to align employee behaviors with outcomes associated with organizational effectiveness meaning that among others, they are expected to enhance equity and contribute towards building a value system in employees to have behaviors which support attainment of organizational objectives. Human resource management practices must therefore enhance fairness and justice in recruitment, appraisal, compensation and reward management.

2.4 Empirical Literature Review

This section explores findings of previous similar studies as related to the variables of the study. The studies would provide insights on how they were conducted, the pattern of their findings and the observations made and how they will inform the expectations of this study.

2.4.1 Coworkers' Political Behavior

Kacmar *et al.* (2013) explains perceived organizational politics (POP) as actions taken by organizational members that are perceived to be self-interest oriented and directed towards furthering members' own goals without regard of the well-being of

others and or the organization. Whereas POP is not sanctioned behavior, Vigoda and Galit (2012) noted that it is inevitable and is present in virtually all organizations albeit in varying degrees. In their study, Rosen *et al.* (2011) found out that perceived organizational politics was a consistent predictor of negative outcomes such as job stress and aggressive behavior in organizations which in effect would hamper attainment of equity in human resource management. In another study Kacmar *et al.* (2011) made findings that in instances perceived organizational politice had positive outcomes including enhancement of employee motivation and teamwork implying that in such situations, it would impact positively on equity in human resource management practices.

Ndung'u and Muathe (2014) in their study of the effect of perceived organizational politics on work outcomes in selected Kenyan organizations, using a descriptive research design involving 69 enterprises and 340 respondents to determine whether there was a significant relationship between the independent and dependent variables and, whether there was any association between these variables found out that perception of politics had both positive and negative effects on work outcomes. The study investigated job satisfaction and employee turnover intentions and conflicts being the specific work outcomes with the following specific research questions; can perceived organizational politics (POP) influence Job satisfaction? Can POP influence turnover intensions? And, can POP influence organizational conflicts?

The study used a number of theories including; social exchange theory, procedural justice theory and equity theory to comprehensively review literature aimed at providing detailed background on the subject matter. The findings of this study were that; perceived organizational politics had both positive and negative effects on all the variables under study and concluded that perceived organizational politics was not inherently bad although often portrayed negative. The study recommended that it was important for organizations to be aware of the potentially destructive aspects of perceived organizational politics and put in place mechanisms for minimizing any likely negative effects.

Whereas this study attempted to unveil the relationship of perception of politics and work outcome variables in Kenyan organizations, it failed to recommend specific solutions on each of the variables which organizations should consider in their quest to constructively use perception of politics and at the same time minimize any negative effects of the same. Further, the methodology used in the study failed to clearly explain the criterion that was used to select the sampled organizations and the respondents, although the findings concurred with those conducted by Kacmar *et al.*, (2011) and Vigoda and Galit (2010) where it was found that perceptions of politics had both constructive and destructive effects to organizations.

In a related study and cognizant of the empirically tested findings that perceived organizational politics was sometimes constructive, Gotsis & Kortezi (2011) researching on, ‘Bounded self-interest: a basis for constructive organizational politics’ attempted to fill a gap by developing some propositions and a conceptual framework that integrated self-interest and constructive politics. Using a descriptive research design involving 79 organizations in Greece, the study sought to test four hypotheses which were geared to unveil the circumstances under which self-interest related with perceived organizational politics to produce positive organizational outcomes. The study used Human Behaviour theory in building its theoretical underpinnings.

The key findings of the study were; that constructive perceived organizational politics facilitated organizational development, made organizations to become more adaptable, as well as more open to prospective challenges and opportunities and, constrained self-interest was found as a basis for engaging in strategically goal-oriented and rational activities intended to promote specific objectives including support of others’ interests. These findings concur with related research (Vigoda and Galit, 2010) implying that perceived organizational politics can as well be value adding to an organization (constructive) so long as there is a shift from the Machiavellian approach/system to one which is open where self and other interests are effectively managed through trust-formation processes. This would support attainment of equity in human resource management practises.

Moreover, ‘win win’ situations based on pro-social behavior and strong reciprocity are essential towards achieving constructive politics for the benefit of all organizational actors. Lastly, constructive organizational politics contributes to greater organizational democracy, since it facilitates the reconciliation of diverse stakeholders’ interests and competing views. While this study unveiled commendable findings, it failed to determine specific ways in which bounded self-interest influences distinct aspects of constructive political activity as it was expected from the readers.

A study by Aino and Jamesen (2010) on how employee perceptions of politics impacted setting and implementation of a new merit pay system for public sector employees in Finland found out higher levels of co-worker perceived politics in pay decision-making negatively affected the perceived effectiveness of the pay system. Further, it was found that there existed a high level of favoritism in performance appraisal which also had a negative effect on effectiveness of the pay system. The methodology used in the study was descriptive survey involving 367 respondents drawn from government institutions in Finland.

Conceptually, this research built its theoretical background using social exchange theory. It argued that pay systems perceived as fair were most affective in attracting, motivating and retaining employees when there was a low level of perceived organizational politics and high level of distributive justice as an aspect of equity. The study recommended that organizations pursuing fair pay systems based on merit must put in place mechanisms that will ensure fairness in performance appraisal, give room for employee voice in pay issues and, ensure that distributive justice existed in the entire organization.

Despite the above findings, the study failed to explore other factors which intervene or moderate the relationship between perceived politics and fairness of pay. Samia (2013) studying on political factors influencing a firm’s strategic implementation of human resource management practices found out that implementation of proactive reward practice would solve the problem of political perceptions of rewards because

it considers a composite of factors including those which moderate and /or intervene in the relationship between perceptions of politics and rewards in organizations.

Bolino *et al.* (2010) attempted to research on how co-workers use political skill which involved the application of shrewd tactics aimed at either enhancing themselves or destroying others. The study identified five techniques used by co-workers including; (a) blaming and attacking others where a member finds a scapegoat and blames another for wrong doing, (b) promoting opposition to eliminate others and appear to be helping them to be successful and be transferred to another position in the organization, (c) lobbying for support by others in the organization, (d) exclude the opposition by keeping them away from important meetings and occasions and, (e) applying divide and rule tactics where once creates feud between or among people so that they will continually engage in conflict and thus become unable to amount any attack against you.

On their part, Rosen *et al.* (2011) assert that some organizational members engage in some degree of image building in an attempt to enhance the goodness of their impression while others ‘dress for success’ by associating themselves with successful accomplishments of others or in extreme cases, take credit for others’ success.

2.4.2 Supervisor Political Behavior

Supervisor power and control may be viewed as an aspect of organizational politics when those in authority use their positions to control organizational resources and influence decisions for self-interest. Hsin-Hua *et al.* (2012) argues that the basic motive for supervisor power is the desire to influence, lead others and control a person’s own environment. Aryee *et al.* (2012) assert that successful managers often have a strong need for power because through it, they will have an impact to control events and others in the organization. They further noted that to influence others is often associated with effective managerial behavior which may lead to equitable treatment of subordinates and higher morale among subordinates.

Harris and Kacmar (2012) studying on, ‘Easing the strain: The buffer role of supervisors in the perceptions of politics-strain relationship’ found out that ineffective communication characterized by withholding information, purposeful delays and incomplete communication resulted in political behaviors among employees. The study also found out that intentional withholding of information was a common tool that management used to manage employees perceived as errant and anti-management. This scenario compromises equity in the organization leading to low employee productivity and performance.

The research was a survey involving a sample of 1255 employees divided into two categories, 469 drawn from an electric utility cooperative and 789 drawn from a state agency in the United States of America. These findings show how selective communication can be used as a tool for perceived organizational politics to give some organizational members undue advantage over others. The study recommended the adoption of open communication channels with supervisors as a possible cure for perceptions of politics in communication. However, it failed to propose specific issues on how communication and information flow can be enhanced in order to avoid abuse of official power to withhold information by supervisors. The study also failed to propose how communication can be enhanced in situations characterized by competition for resources.

Further, Vigoda and Galit (2010) in their study on the impact of emotional intelligence and organizational politics on public sector employees found out that emotional intelligence moderated the relationship between organizational politics and emotional commitment. The study further found out that political skill mediated the relationship between perceptions of politics and affective commitment and employee performance. The study was a survey which involved a sample of 500 public sector employees drawn from municipalities in Israel. The political skill inventory scale (Kacmar *et al.*, 2011) was used to measure political skill which was then analyzed using regression.

The theoretical underpinnings of the study were based on a previous study (Berman & Jonathan, 2013) which underscored the effects of human resource practices on emotional intelligence in public sector organizations and suggested further research on the outcomes of emotional intelligence including employee attitudes and behaviors. While the study findings provided useful insights on how to achieve strategic human resource outcomes such as affective commitment and high performance which are essential even in bureaucratic settings, it did not clearly show how emotional intelligence can be used to manage perceived organizational politics in order to facilitate execution of contemporary human resource practices which are largely performance based.

In a related study, Harvey, Harris, Kacmar, Buckless and Pescosolido (2014) attempted to investigate the impact of political skill on employees' perceptions of ethical leadership and found out that politically skilled leaders who engaged in deviant behaviors were perceived to be more ethical than deviant leaders with low political skill. The study was a descriptive survey involving ninety seven employees who were middle level managers of an American shipping company. The study built its theoretical background based on social exchange theory and a previous study (Mayer, Kuenzi, Greenbaum, Bardes & Salvador, 2012) which argued that subordinates ethical leaders were generally willing to engage in exchange relationships with those leaders.

This implies that managers with high political skill are able to better confront organizational challenges including those of political nature and promote organizational commitment so long as they observed ethics as leaders. From this study it could be noted that political skill can not only be used to promote ethical employee behaviors and other beneficial outcomes but also help managers to address deviant behavior through a set of human resource practices. While the study findings are fairly current it failed to explore specific factors that mediate or moderate the relationship between political skill and ethical behavior of managers as leaders.

2.4.3 Organization Political Environment

An organization's political environment is a key dimension of perceived organizational politics which directly impacts on organizational performance including attainment of equity. Kassra (2015) explains that unfavourable political environment characterized by internal conflicts and discrimination will not support any form of equity. The study further notes that in the contemporary management practice, an organization's political environment is envisaged to be supportive through propagating a spirit of consultation, respect of divergent opinion and enhancing inclusivity in decision making. Drawing from the foundations of informational justice theory, Kwok and Alk (2016) noted that organizational members must nurture an environment that encourages acceptance of the co-worker's view primarily through building a perception of ability-based trustworthiness as a sure way to overcoming contemporary challenges at the workplace.

An empirical study on effect of information distortion as a dimension of perceived politics, Rosen *et al.* (2011) found out that managers operating in politically charged environment used a number of tactics to gain influence and achieve own objectives including, controlling access to information, cultivating a favourable impression and blaming and attacking others. The study observed that environments characterized by high degrees of perceived politics were most prone to impression management tactics such as aligning with authority, associating oneself with successful projects and disassociating with failure, dressing smart and learning the art of speaking to convince others that one is knowledgeable. All these tactics hamper realization of equity.

The study findings were consisted with those of a similar study by Meltzer (2012) which found five types of lies which are used to advantage the liar and/or disadvantage others: (1) self enhancement fabrications which included boasting about attributes or untrue achievements, (2) ingratiation of those with more power including use of false smiles and giving insincere compliments, (3) fraudulent achievement such as plagiarism, counterfeiting and use of faked data, (4) the noble

lie which include telling lies on obvious facts and, (5) permissible exploitative lies which involve distortion, concealment or manufacture of information-disinformation aimed at enemies.

A study by Taylor (2011) on the politics of information involving 510 firms in UK found interesting scenarios. The study, a survey which used confidential telephone interviews to collect data found that albeit the overall recognition of the importance of disseminating information, withholding of information was a common practice among UK companies. In the study Taylor noted that over 60% of the firms did not have information policies and, ‘..... some managers believed that it was essential to hoard some information from other organizational members.’ These findings were consistent with those of another study (Meltzer, 2003) implying that information was used as a tool for propagating perceived politics among UK firms notwithstanding the known fact that information flow is an essential resource to competitiveness. This in effect had disastrous effects towards attainment of equity.

2.4.4 Equity in Human Resource Management Practices.

Human resource management practices are the primary means by which organizations influence and shape the skills and behaviors of employees to do their work to achieve the set organizational goals (Chen & Lin, 2014). Previous research describes contemporary HRM practices as strategic based on commitment and involvement, as opposed to the old practices modeled on control. Contemporary HRM practices therefore provide a mechanism to guide, govern and influence employees’ operative and learning behavior and empower them develop productive behaviors that benefit the organization.

In essence, the human resource management practices pursued by an organization are expected to observe the principles of organizational fairness, transparency and accountability for them to be seen as equitable. Jiang *et al.* (2012) identified three aspects of equity that must apply in the execution of human resource management practices including; procedural justice, informational justice, distributive justice and interactional justice. He further noted that these organizational justice principles

provided the frame of reference which allowed organizational members to interpret organizational reality thus influencing their behavior.

Holtz (2013) studying on procedural justice criteria in salary administration among Canadian workers found out the multidimensionality of procedural justice. The study which was a survey involving 297 employees pointed out that procedural justice in salary administration was a multidimensional construct that involved; perceived characteristics of allocation procedures, the perceived characteristics of decision-makers, and system transparency. These findings imply that if organizational members perceive that salary administration policies and procedures are not fair, transparent and that the decision makers do not possess the expected moral and ethical standards, their reaction to the organization will not be supportive.

In a related study, Nina, Cole and Flint (2011) researching on perceptions of distributive and procedural justice in employee benefits found a positive monotonic relationship between salary level and perceptions of procedural and distributive justice. The study primarily involved a comparison between traditional versus flexible benefit plans. The study examined perceptions of justice in employee benefits and found that employees with more benefits had positive perceptions of distributive justice than those with lower benefits. These findings were consistent with those of a related study (Tyler, 2011) who found that individuals had positive perceptions of distributive justice in situations they were favoured. Borrowing from the relational model of distributive justice, Tyler (2011) noted that perceptions of distributive justice could be shaped by the concern for maintaining relationships within a group leading to support for traditional benefit plans.

Nancy (2011) studying on perceived pay communication, justice and pay satisfaction found out that pay communication had an effect on pay satisfaction. The study involving employees of a public university in USA also found out that perception of distributive justice affected pay satisfaction more than perception of procedural justice. These findings were consistent with those by Currall, Towler, Judge and Kohn (2012) who noted that employees positively rated pay systems perceived as fair and equitable. Jointly considered however, the study found out that procedural

and distributive justice were more critical to pay satisfaction compared to interactional or informational justice. These findings imply that human resource practices that facilitate disclosures on matters related to pay and benefits will enhance distributive, interactional and procedural justice in organizations.

2.4.5 Proactive Behavior

Employee behavior is an essential aspect of employee performance because given similar work conditions, performance variations may be noted occasioned by behavior. Contemporary research has focused on the contribution of employee proactive behavior to both organizational performance and personal development. Parker (2012) explains that proactive behavior is essential because it enables employees possess a set of self-starting, action oriented and change focused behaviors aimed at modifying a work situation or oneself in order to achieve greater personal or organizational effectiveness.

Crant (2013) noted that proactive behavior involves taking initiative by an employee to improve the current work circumstances including changing the status quo for the better rather than passionately adapting to work conditions. These work conditions include dealing with perceived organizational politics. A study by Isabel and Pilar (2014) found out that human resource practices that supported enhancement of ability and opportunity were positively related to innovative work behaviors with the mediation of two work environment variables namely: management support and coworkers support.

The study was a survey involving 210 respondents drawn from 160 firms in Spain. Respondents were human resource managers of the organizations contacted. In this study it was found that proactive work behavior was essential in enhancing realization of organizational outcomes through implementation of three strategic human resource practices including; ability- enhancing HR practices, motivation enhancing HR practices and opportunity enhancing HR practices.

Drawing from the findings of the study and previous similar study (Yuan & Woodman, 2010) managers must ensure that employees are supported to come up with change oriented ideas including how to manage destructive aspects of perceived organizational politics for their success at work. Further, the study noted that human resource practices were expected to enable employees to exercise their free mind and make decisions that will assist them counter any perceptions of negative organizational politics.

These findings support the conceptualization of this study that proactive behavior mediates the relationship between perceived organizational politics and equity in human resource practices which transcend beyond knowledge and skills to include creation of social conditions that motivate employees to share knowledge, interact and act in the best interest of the organization (Kase *et al.*, 2011).

2.4.6 Organization Climate

Since the 1960s when organization climate concept emerged as an area of research, a number of scholars have sought to add knowledge and new paradigms to the concept. McCormick *et al.* (2010) explains that an important aspect of organizational climate research is its multidimensionality and includes quality of an organization's internal environment that is experienced by its members, influences their behavior and is composed of a value system that characterizes the organization.

Dana, Vigoda and Dvir (2013) researching on the impact of organization climates and politics on public schools' performance in Israel found out that participative, innovative, service and leadership climates impacted employee performance and public service outcomes and these relationships was mediated by perceptions of organizational politics. These findings indicated that multiple climates in the school environment were positively related to teachers' satisfaction and organizational citizenship behaviour. The study was a survey involving 2102 teachers drawn from 108 public schools of three major districts in Israel.

The findings from this study imply that perceived political activities by organization members influence organizational outcomes including implementation of important programmes such as human resource management practices. Notwithstanding the valuable contributions of this study, it failed to explain the relationships of organization climates with other factors such as job dissatisfaction, exit and general group organization citizenship behaviors which are facilitators as opposed to being outcomes of organization climate. Further, since the study conclusions were sector specific and recognizing the fact that sectors are heterogeneous, they may not be generalized to apply to other sectors. Despite these limitations however, the study attempted to provide useful insights on the impact of organizational climates on public sector performance which would form a basis for future research.

A study on the link between organization climate and well-being at work (Riitta, 2015) found out that employees working in units where work climate was collectively appraised as weak reported low well-being compared to those who worked in units which had better work place climate. Further, it was found that positive climates characterized by relaxed and friendly environment encouraged and supported new ideas. This implies that perception of politics would be low where organizational climate is positive thus encouraging innovation (Poon, 2012) which would further enhance employee reciprocity to the organization.

The research was a descriptive survey studied through qualitative data gathered from 24 public day care centres involving 436 respondents in Finland. The study recommended that organizations should address negative features of organizational climate such as; those labeled as prejudiced, clinging to old ways, strained, quarrelsome and tense because they present a serious threat to the well-being of employees.

While this study attempted to provide insights to the link between organization climate supportive of employee well-being and innovation, it failed to explore the possible role of human resource practices in the relationship between employee well-being and innovation. Drawing from the findings of this study, it is important to note that work life in the public sector has in the past decade experienced increasing

pressure and rising workloads leading to stress for many employees. Linna, Pekkola, Ukko and Melkas (2010) explained that public sector organizations must address organization climate issues including politics and make it constructive to organizational goals so as to improve employee well-being as a vital precondition for productivity.

2.5 Critique of Literature

The relationship between perceived organizational politics and human resource practices (Aino & Jamsen, 2010; Vigoda & Galit, 2010) is one characterized by inconsistencies. Most studies point to a negative relationship between perceived organizational politics and human resource practices. Further, the empirical literature has shown that sometimes contrary to the popular assumption, perceived organizational politics can be value adding (Harris & Kacmar, 2012) to both the employees and the organization where there is a proper system of human resource management practice.

As explained by Vigoda and Galit (2010) perceived organizational politics is not always bad although other studies (Aino & Jamsen, 2010; Ladebo, 2010; Hsin-Hua *et al.*, 2012) indicate that it has disastrous consequences to both employees and organizations. Contemporary research in the area of perceived organizational politics has shown that with emerging dynamics characterizing the modern workplace, perceptions of organizational politics keeps on changing. These changes notwithstanding, POP is also increasingly becoming part and parcel of organizational life. Moreover, perceived organization politics affects virtually all aspects of organizational growth including; performance, job satisfaction and employee turnover intentions. Crant (2013) emphasize that a new type of employee is needed in times of flat hierarchies in organizations and uncertain, dynamic, highly competitive business environment characterized by changing nature of perceived politics.

Notwithstanding the scientifically proven challenges of perceived politics however, some studies have raised concerns on the same by arguing that perceived organizational politics can actually be value adding to an organization. Constructively, it has been found to act as a source of motivation for employee hard work and achievement (Yuan & Woodman, 2010), enable managers develop better political skill that assist them to effectively handle complex issues of political nature within and between organizations (Kacmar *et al.*, 2013) and enhance procedural and distributive justice within the work settings which are also viewed as social market places (Rosen *et al.*, 2011).

While proactive behavior is conceptualized to mediate the relationship between the dependent and independent variable, the same is not free from negative consequences. Belschak & Den (2010) noted that proactive behavior may be directed at different targets, including those benefiting one's personal, selfish goals. Moreover, Bolino *et al.* (2010) identified several negative implications for proactive employees where they argued that proactive behaviour sometimes contributed to employee stress, increased tension between employees, and even harmed the entire organization by reducing its learning capability thus hindering the socialization processes. In its quest to ensure that proactive behavior serves the anticipated role in the perceived relation between the dependant and independent variables, the study identified situations where some caveats were necessary as a control measure.

Lastly, organization climate was anticipated to moderate the relationship between perception of politics and justice in human resource practices. Poon (2012) explained that perception of politics would be low where organizational climate is positive thus encouraging innovation and enhance employee reciprocity to the organization. However, Riitta, (2015) noted that unfavorable organization climates would not support best HR practices. This implies that the impact of organization climate depends on its nature although this study anticipated a positive impact of the same on the relationship between dependent variable and independent variables.

2.6 Research Gaps

Based on the findings and discussions from the various studies explained in the preceding sections of this chapter, a plethora of outstanding issues were identified. From the studies, part of the issues presented major gaps which will be addressed in this study.

Vogel *et. al* (2015) recommended further research to unveil what could constitute abusive supervision as an aspect of supervisor political behavior across different cultures and, its effect on equity in human resource management practices. The major findings of the study notwithstanding, the study endeavored to exhaust all aspects of perceived abusive supervision but the clarification what could universally constitute abusive supervisor and its effect on equity in human resource management practices was not accomplished.

Further, Aino & Jamsen (2010) proposed further research on the relationship between employee political skill being as aspect of co-worker political behavior on other aspects of human resource management practices which were not covered by the study. Their attempt to unveil how perceived political behaviours such as favouritism in performance appraisal affected equity in pay systems and their effectiveness, the study proposed further research on role political skill and proactivity being moderators in the relationship. It is hoped that this study would address these gaps by exploring other factors that intervene or moderate the relationship between perceived politics and aspects of equity in human resource management practices.

Further, Osman (2013) in a study on Effect of Perceived Organizational Politics on Employee turnover intentions noted that further research was proposed to unveil how political skill impacted on various human resource management practices and organizational behavior outcomes. This study sought to address this research gap establishing the influence of coworker behavior on dimensions of equity in human resource management practises.

Moreover, Hsiung & Lin (2012) indicated that further research was needed to establish how political skill affect human resource practices. This study will assist address this gap since it will seek to establish influence of political skill being an element of perceived politics on equity in human resource management practices. Notwithstanding their finding that political skill had a positive and significant relationship with contextual performance, it failed to establish the relationship of the former with equity in the various human resource management practices.

Lastly, while public sector organizations are essentially bureaucratic in nature, this study would provide information on the nature of influence of various aspects of perceived politics on equity of human resource practices. This information would bridge a gap which has existed in the Kenyan context for a long time. As a matter of fact, there is need to establish how perceived organizational politics impact on equity on one hand and, on the other clearly document the nature of this influence to guide future actions and interventions in terms of the reforms needed to transform the public sector in Kenya.

2.7 Chapter Summary

The discussions in this chapter have shown that there exist a plethora of facts from existing theory and research explaining that perceived organizational politics is part and parcel of organizational life since it affects virtually all strands of organizational performance. We have seen that perceived politics affect employee job satisfaction, organizational performance, employee turnover intentions and attainment of organizational citizenship behaviors. Further, as noted from the empirical review, all aspects of perceived politics namely; coworkers' political behaviors, supervisor political behaviors and organization political environment have been found to influence aspects of human resource management practices albeit at varying proportions depending on different organizational settings.

In overall, it has been found that contrary to the popular assumption by many, perceived organizational politics has constructive outcomes (Blickle & Schnitzler, 2011). Further, from the empirical review, the relationship between the independent and dependent variables cannot be overemphasized. Empirical research not only confirmed the theoretical discourse of the various theories but also pointed out the changing dynamics of perceived organizational politics occasioned by the changing nature of the modern work place. Further, the dimensions of perceived organizational politics as conceptualized are relevant in the study on the relationship between perceived organizational politics and equity in human resource management practices.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology that was used in the study. It explains in detail the key aspects of the methodology including; the research philosophy, research design, population of study, the sample size, sampling techniques, data collection instruments and procedures, pilot testing, data analysis and hypothesis testing.

3.2 Research Philosophy

The philosophical orientation of this study was positivism whose underlying ideas are that socially, the world exists externally and its properties should be measured through objective methods (Saunders, Lewis & Thornhill, 2007). This philosophy applied to this study because in the course of conducting the study, the observer was independent from what was being observed, there was value freedom- where an objective criterion was used to choose what to study and how to study it and causality- since the study among others was be out to determine, describe and explain relationships.

Further, in line with the ideals of this philosophy, the study developed hypotheses which were subjected to testing for objective deductions after availability of the required data. Cooper & Schindler (2011) explain that positivism enables researchers to as much as possible exercise objectivity and avoid bringing in own beliefs because the latter will have no value to influence the findings of a study. Therefore this philosophy encouraged development of methods and approaches that ensured objective investigation and reporting of results and this formed the hallmark of the success of this study.

3.3 Research Design

Mugenda (2009) explain research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance of the research purpose with economy in procedure. It is the conceptual structure within which a study is conducted and it constitutes the blueprint for the collection, measurement and analysis of data. This study was a descriptive research which utilized mixed research methodologies involving both qualitative and quantitative approaches.

According to Creswell (2011) descriptive research designs are appropriate in availing detailed information about people and, they facilitate testing of relationships among variables. Kombo and Tromp (2011) explain that descriptive research design can be used when collecting information about people's attitude, opinions, habits and social issues. Therefore this research design was adopted in this study because it facilitated collection of the needed data, assisted in analysis and testing of relationships among variables that unveiled how perceived organization politics influenced equity in human resource management practices.

3.4 Target Population

According to Mugenda and Mugenda (2008) population is a complete set of individuals, cases or objects with some common observable characteristics. Kombo and Tromp (2011) define population as a group of individuals, objects or items from which samples are taken for measurement. They are the larger groups from which a sample is taken. The target population in the study consisted of public sector employees working in various institutions which included; National Government Ministries and extra budgetary institutions, County Governments, Government controlled State corporations, Parastatals and independent commissions.

As at June 2016 (KNBS, 2016) there were a total of 737,100 public servants. However, due to the nature of the topic for this study, this study used 272,727 (37%) of these employees who were working at the headquarters of the respective institutions. Cheong (2010) noted that employees at the headquarters were better

placed in understanding the impact of perceived organization politics on organizational outcomes. He further argued that perceived organizational politics is more prevalent at the centre of power compared to branches and or sections of an organization.

3.5 Sampling Frame

The sampling frame for this study consisted of selected National Government ministries and extra budgetary institutions, Counties, Independent commissions, parastatals and government controlled state corporations. Respondents for this study were proportionately selected from these institutions to constitute the sample for the study. A detailed sampling frame is attached as Appendix VIII

3.6 Sample Size and Sampling Technique

Sampling is the process of selecting a number of individuals or objects from a population so as to ensure that the selected group is representative of the characteristics found in the entire group (Kombo & Tromp, 2011). Saunders Lewis and Thornhill (2013) explain that the larger the sample size, the greater the probability that the sample will be representative of the target population. This implies that the sample size for a study should be large enough. They further explain that obtaining an unbiased sample is the main criterion used when evaluating the adequacy of a sample. Moreover, they explain that an unbiased sample is one in which every member of a population has an equal opportunity of being selected in the sample.

The sample size for this study was determined mathematically in order to avoid limitations associated with subjective methods of determining samples. The approach associated with Mugenda and Mugenda (2009) was used to calculating the sample size as follows:

$$n_0 = \frac{Z^2 pq}{d^2}$$

$$d^2$$

n₀ is the desired sample size when the target population is large, preferably greater than 10,000

Z² is the standard normal deviate at the required confidence level (1.96) for a confidence level of 95%

p is the proportion of the target population estimated to have the characteristics being measured when one is not sure, the middle ground is appropriate (0.5)

q = 1-p (=0.5), statistically

d is the level of statistical significance

Therefore n₀ = 1.96² *0.5*0.5 = 384

$$0.05^2$$

This gave a sample size of 384 which according to Mugenda and Mugenda (2009) should would be adjusted when the population is less than 10,000. However since the population was more than 10,000, the sample size for this study was determined to be **384**.

Stratified random sampling technique around the main classification of public institutions was used to determine the sample units for each institution. As shown in Table 3.1 information was obtained from Kenya National Bureau of Statistics (KNBS) register of 2016 showed that the respective public institutions had varying number of employees. County governments took the largest sample of 117 and this was proportionate to the population of employees while independent institutions was least represented by a sample of 37 employees comprising of 9.6% of the total population. This approach was found representative because it considered total population of employees in each public institution.

This sample was therefore proportionately distributed to the targeted population of respondents as shown in Table 3.1

Table 3.1: Distribution of Respondents

| Classification | Population | Proportion | Sample Size |
|--------------------------------|-------------------|-------------------|--------------------|
| National Government Ministries | 62,454 | 22.9% | 88 |
| County governments | 82,909 | 30.4% | 117 |
| State corporations | 48,273 | 17.7% | 68 |
| Parastatals | 52,909 | 19.4% | 74 |
| Independent Commissions | 26,182 | 9.6% | 37 |
| Total | 272,727 | 100% | 384 |

3.7 Data Collection Instruments.

Scientific studies require that researchers develop tools that will enable them assemble accurate and meaningful data for informed decision making (Mugenda & Mugenda, 2009). This research used a self-administered semi-structured questionnaire to collect data for the study. A questionnaire was considered most appropriate because it provided a relatively simple and straight forward approach for collecting the required- both qualitative and quantitative - data for the study. Saunders *et al.* (2013) explain that questionnaires are effective data collection instruments since they enable respondents to provide information about their opinions pertaining the research problem. Further, Kombo & Tromp (2011) observe that questionnaires are most appropriate to collect data especially if the enquiries are large, are free of bias since they are respondent based and, that they assure a considerable response rate.

The questionnaire for this study was sub-divided into five sections based on the research objectives. It contained both open-ended and closed-ended questions adapted from the respective validated scales relating to the variables of the study. A modified five (5) point Likert scale was used to measure respondents' responses

where one point (1) score represented very low or strongly disagree and five point (5) point score represented very high or strongly agree. Open – ended semi-structured questions were used to collect respondents' opinions in statement form regarding to specific issues relating to the study.

3.7.1 Data Collection Technique

Kombo and Tromp (2011) explain data collection as the gathering of specific information by a researcher for the purpose of accepting or rejecting certain hypotheses for a study. Mugenda and Mugenda (2009) notes that it is necessary for a researcher to first identify that type of data needed for a given study and then decide on the method of collection. This study used primary data which was directly obtained from the respondents through the use of questionnaires. The questionnaires were first piloted and, edited where necessary to ensure that they contained relevant questions whose answers would provide the needed data and information.

Since the respondents were public servants working in government ministries and related institutions and, aware of their busy schedules, an introduction letter was sent out in advance stating the purpose of the study with an assurance of confidentiality of any information provided. The questionnaires accompanied with a copy of the introduction letter were then self-administered to the respondents who were requested to respond to specified questions with a promise to return them or be picked later by our team of Research Assistants. A total of 384 questionnaires were administered. Saunders *et al.* (2013) explain that self-administered questionnaires are beneficial since they are less costly compared to personal interviews and, enable researchers to have face to face contact with respondents who might be inaccessible. This approach was most appropriate because it considered and accommodated the busy schedules of the respondents. Coopers and Shindler (2011) explain that self-administered questionnaires allow respondents with busy schedules time to study and provide appropriate answers to the questions.

3.8 Pilot Study.

According to Ruxton and Colegrave (2011) a pilot study is a small experiment meant to test logistics (reliability and validity of data collection instruments and results). The questionnaire for this study was pre-tested on 10% randomly selected employees from different cadres in the participating public sector institutions. During pre-testing, the questionnaire was thoroughly appraised in terms of its ability to provide the required data. A total of 40 questionnaires comprising of sets of eight each were randomly distributed to respondents in Nairobi City County, Ministry of Education, National Police Service, Controller of Budget and National Water Conservation and pipeline corporation head offices in Nairobi. Each of the broad classification of the public sector institutions was represented. The ease of access of the institutions due to their proximity in the central business district of Nairobi city informed our choice of selection. Employees across all cadres were contacted during the pilot study.

As part of the appraisal process, the researcher held discussions with respondents in order to identify any flaws, limitations, or any other weaknesses so as to allow revisions and or adjustments in good time before resources were committed in full scale for data collection. Through pilot testing, reliability and validity of the questionnaire were assessed and assured before commencement of the data collection process.

3.8.1 Validity of Data Collection Instruments

The validity of an instrument is the extent to which it measures what it is supposed to measure. Mugenda and Mugenda (2009) explain validity as the accuracy and meaningfulness of inferences, which are based on the research results. Saunders *et al.* (2013) observe that validity is the extent to which the research instrument measures what it was intended or supposed to measure. This study adopted construct validity because of the understanding that it ensured that the questions in the data collection instrument correctly measured the constructs of the study.

Kombo and Tromp (2011) define construct validity as the extent to which a set of measured items reflect the theoretical latent construct those items are designed to measure. In order to ensure that construct validity was achieved in this study, the questionnaire was developed based on previous similar studies, we followed a coherent conceptual framework developed for the study and, most importantly, all the indicator questions for all the broad constructs were adapted from construct validated scales (Kacmar & Carlson, 1993; Colquitt, 2001; Bateman & Crant, 1993; Patterson, West, Shackleton, Dawson, Lawthom & Wallace, 2005).

3.8.2 Reliability of Data Collection Instruments

According to Mugenda and Mugenda (2009) reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. An instrument is reliable when it can measure a variable accurately and obtain the same results over a period of time. Saunders *et al.* (2013) explain that a research instrument is reliable if it is consistent and this will be ensured by calculating the Cronbach co-efficient. This study adopted internal consistency method to test reliability. Internal consistency was tested using Cronbach's Alpha coefficient which (Cronbach,1951) used the following formula;

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum_{i=1}^k \sigma_i^2}{\sigma_t^2} \right)$$

Where k is the total number of items in a scale; σ_i^2 is the variance of the i^{th} item and σ_t^2 is the variance of the scale (total scores). For a test to be internally consistent, the Cronbach's Alpha test statistic must be above 0.7 (Pallant, 2010). Schneider (2016) studying on Managing Organizational Politics used internal consistency to test construct reliability.

3.9 Operationalization of Study Variables

As it can be referred from the conceptual framework, this study had six latent constructs which were operationalized using indicator variables whose identification was informed from previous studies. The broad latent constructs of the study namely;

coworkers' political behavior, supervisor political behavior, organization political environment, proactive behavior, organization climate and equity in human resource management practices. These variables were operationalized using multi-item indicators measured using a Likert scale as shown in Table 3.2.

Rensis Likert in 1932 developed a scale that has been used by many researchers in almost all academic disciplines. This scale is appropriate in measuring indicators of qualitative nature and has been found to produce accurate results. Nihat, Samet and Ozgur (2016) in their study on Effects of Organizational Politics on Perceived Organizational Justice and Intention to Leave used a Likert scale in measuring the latent constructs of the study. Moreover, Muhammad and Hussain (2017) observed that Likert scales were appropriate in measuring variables because they provided simple and convenient means for gauging respondent opinions.

As shown in Table 3.2, the study variables were operationalized and measured using Likert scales that were adapted from respective construct validated scales. The scales used were all reliable (Cronbach's Alpha ≥ 0.7) and had widely been accepted for use in measuring the respective constructs. Each latent variable had a minimum of eight indicator variables implying that the study was exhaustive in terms of operationalization and measurement to yield sufficient and accurate data for informed conclusive findings.

Table 3.2: Operationalization and Measurement of Study Variables

| Latent Variable | Indicators | Measurement Scale | Questions |
|--------------------------------------|-------------------|--|------------------|
| Coworkers' Political Behavior | Appendix II (a) | Kacmar and Carlson (1991) Scale. $\alpha = 0.81$) | 10 |
| Supervisor Political Behavior | Appendix II (b) | Kacmar and Carlson (1991) Scale. $\alpha = 0.81$) | 7 |
| Organizational Political Environment | AppendixII (c) | Kacmar and Carlson (1991) Scale. $\alpha = 0.81$) | 8 |
| Proactive Behavior | AppendixII (d) | Bateman and Crant (1993) Scale; $\alpha = 0.89$ | 12 |
| Organizational Climate | Appendix II(e) | Patterson, West, Shackleton, Dawson, Lawthom and Wallace (2005) Scale; $\alpha = 0.73$) | 12 |
| Equity in Human Resource Practices | Appendix II (f) | Colquintt (2001) Scale, $\alpha = 0.76$ | 24 |

3.10 Data Analysis and Presentation.

Data analysis involves examining the collected data and making discussions, inferences and conclusions. Zikmund (2012) explain that data analysis as the application of technical reasoning to comprehend the collected data with an aim of drawing consistent patterns. Kombo and Tromp (2011) explain data analysis as the examination of what has been collected in a survey or experiment, and making deductions and inferences. Before commencement of data analysis process, the filled questionnaires were edited for completeness and then coded into common themes using unique letters to facilitate analysis. The collected data was then be captured into the Statistical Package for Social Sciences (SPSS) Windows Version 21 which facilitated data entry, data cleaning, initial descriptive analysis and running Exploratory Factor Analysis. This software was preferred for this purpose because of its ability to facilitate analysis with ease and accuracy. Ndung'u (2014) used SPSS in

his study on Moderating role of entrepreneurial orientation on the relationship between information security management and firm performance in Kenya. Moreover, Analysis of a Moment Structures (AMOS) Version 21 was used for further analysis during Confirmatory Factor Analysis (CFA), Structural Equation Modelling (SEM), generation of Model Fit indices, generation of overall structural model and hypothesis testing.

During initial analysis, this study used descriptive statistics including; mean, percentages, frequencies, and proportions. Mugenda and Mugenda (2009) observe that this was essential because it enabled the researcher to meaningfully explain and compare observed patterns and report the relationships. Moreover, descriptive statistics enabled the researcher to have a clear overall picture about the initial data patterns before embarking on detailed analysis. The analysis also provided basic information that informed the structure of the preliminary information especially concerning the general information on demographics of the respondents.

This study also tested various assumptions including, linearity, multicollinearity, heteroscedasticity and autocorrelation before detailed analysis. This was essential because the respective test statistics provided an assurance about the distribution of data, the independence of the predictor variables to each other and the independence of the error terms which could otherwise be a source of potential errors and inaccuracy of results if this was not ensured and addressed. These tests were conducted using the respective test statistics and results were then reported. Linearity was tested using Kolmogorov-Smirnov test statistic and Shapiro-Wilk test statistic (Field, 2009), multicollinearity was tested using Variance Inflation Factor (VIF) test statistic and tolerance, heteroscedasticity was tested using Breusch- Pagan and Koenker test statistic and, autocorrelation was tested using Durbin Watson (d) test statistic.

Exploratory Factor Analysis (EFA) was used to extract indicator variables that optimally measured the respective latent constructs of study. EFA was conducted using Principal Axis Factoring (PAF) and promax rotation. This was preferred over the common method of Principal Component Analysis (PCA) because Tabachnick

and Fidell (2007) casted serious doubts on PCA by terming it a data reduction technique conducted before true factor analysis using an appropriate technique. Promax rotation was preferred because being a form of oblique rotation, it was accurate especially where data did not meet *a priori* assumptions (Willian & Brown, 2010). During EFA, indicators with factor loadings of above 0.5 and communalities of at least 0.3 (Costello & Osborne, 2005) were extracted for further analysis. The extracted factors were then subjected to Confirmatory Factor Analysis (CFA) for further analysis.

Confirmatory factor analysis was conducted using Analysis of a Moments Structure (AMOS) Version 21 software. This process involved confirming that the factors extracted during EFA truly optimally measured the constructs of the study. Drawing from the observation by Hair *et al.* (2010) CFA was crucial in this study because it facilitated analysis of the measurement model and, more clearly and accurately explained structural relationships between latent variables of the study. The first order CFA model was used to reveal relationships between the exogenous variables and the endogenous variable and, between the indicator variables of the study. The second CFA model was used to (Byrne, 2010) facilitate model modifications aimed at achieving model goodness of fit by ensuring that the various model fit indices were within the acceptable range.

In the study's quest to ensure goodness of model fit, various fit indices were used including; likelihood ratio of the chi-square test (CMIN/DF), the comparative fit index (CFI), Goodness of Fit Index (GFI), Root Mean Square Error of Approximation (RMSEA) and P-CLOSE. CMIN/DF index was used to compare correspondence between the proposed model and the actual model and a value of less than 3 was acceptable since it signified good fit (Meydan & Sen, 2011). CFI was used to compare the saturated model with the independent model. Since the values of this test statistic range between 0 and 1, this study used values greater than or equal to 0.90 as acceptable in indicating of goodness of fit (Hu & Bentler, 1999). GFI was used to measure the degree of variance or covariance that was explained by the model. In other words, GFI enabled the researcher to accurately measure the degree of variance or covariance in the observed correlation matrix that was predicted by the

model. Unlike CFI, the value of the GFI is affected by the sample size (Tabachnick & Fidell, 2013) in the sense that it tends to increase as the sample increases. Like the CFI, GFI values ranged between 0 and 1 and this study used values greater than or equal to 0.90 (Bayram, 2013) to indicate goodness of fit. RMSEA was used to determine how well the model fitted data by taking into account the error of approximation. Whereas a value of 0.05 or less was preferred (Bayram, 2013), this study accepted values up to 0.08 to indicate acceptable fit (Wan, 2002; Byrne, 2010). The value of RMSEA associated P-value (P-CLOSE) used in the study was greater than 0.05 (Garson, 2009).

Structural Equation Modelling (SEM) was then used to analyze the study constructs in line with the objectives of the study. The overall structural model for the study was used to scientifically explore relationships between the predictor variables and the dependent variable and test whether these relationships were significant or not. Zainudin (2014) observes that SEM is a more powerful statistical technique that can adequately solve the following; confirmatory factor analysis, simultaneous analysis of multiple regression models, analysis regressions with the problem of multicollinearity, estimating the correlation and covariance in a model and, modeling the inter-relationships among variables in a model.

This study adopted SEM because unlike regression analysis (Zainudin, 2014; Mustafa, 2018) it efficiently measured latent variables which would ordinarily not be measured directly and, it had capacity to measure variables with error. Mustafa (2018) explains that SEM addresses the limitations of regression analysis which assumes no error or mistakes in the measurements of the observed variables are taken into consideration. Structural equation modelling was used to determine the values of regression weights of the model which was mathematically expressed as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

In the model, Y was the dependent variable (equity in human resource management practices), X_1 , X_2 , and X_3 were the respective predictor variables namely; coworker political behavior, supervisor political behavior and organizational political environment. Further, β_1 , β_2 and β_3 were the regression weights for the respective

predictor variables while β_0 was the constant and ϵ was the error term. In this model, the regression weights β_1 , β_2 and β_3 represented the covariance structure and, the constant β_0 represented the mean structure.

During moderation analysis, the regression weights (Beta coefficients) and critical ratios for the respective predictor variables of the structural regression model were computed and then compared at 5% level of significance. Hashem (2014) in a study on an application of moderation analysis in structural equation modelling compared regression weights and critical ratios of the model in a situation where a moderator was present with that where it was excluded.

Moderation analysis was conducted using a multi group confirmatory factor analysis. (MG-CFA). This approach was preferred because it was unchored on structural equation modelling since it was model based. It involved comparing two models – constrained model and unconstrained model- in terms of their chi square values and degrees of freedom. This approach enabled the researcher to simultaneously compute the regression weights of all the variables in a model while taking measurement errors into consideration. As a rule of thumb, Zanudin (2012) moderation occurred if the difference of the chi-square value of the constrained model and the unconstrained model was greater than the chi square value at one degree of freedom (Chi- square ≥ 3.84).

Mediation analysis was conducted using path analysis through bootstrapping approach. This was preferred because it had the ability to know the type of mediation-whether full, partial or no mediation- and allowed the researcher to modify the causal path in the model to suit the prevailing circumstances (Zanudin, 2012). Bootstrapping was also suitable because it allowed the research to assess the stability of the parameters to ensure that the assumptions of normality were satisfied.

This approach involved comparing two models one with the existence of the mediator construct and the other without the mediator construct and assess change of beta coefficients and their nature of significance at 5%. Mediation occurred if the direct effect between the predictor variable and dependent variable before mediation

was significant before mediation and, the indirect effect between the mediator variable and the dependent variable is significant at 5% level of significance after mediation.

3.11 Hypotheses Testing

The overall structural model of the study was used to test the hypotheses. Model relationships were concurrently compared using regression weights (standardized Beta-coefficients), model fits and the associated P-values to determine whether the hypotheses were significant or not. Cheong (2010) used SEM in explaining significance of construct relationships during hypothesis testing. Unlike in the case of testing hypotheses relating to independent variables and the dependent variable, testing for moderation and mediation in SEM involved a more robust process.

Mediation testing involved a two-step process (Zainudin, 2014) where; first, the standardized Beta co-efficient for the relationship was computed by the model and its significance ascertained, then the coefficient for the model was computed with the mediator and then the two were compared. Mediation was said to occur if it was found that; the coefficient of the direct relationship before mediation was significant, reduced after mediation and became insignificant and, the other coefficients became significant (Zainudin, 2014) after mediation.

Testing for moderation using SEM involved a three step process. First, the Chi-square value for the constrained model was computed and its level of significance. Second, the Chi- square value for the unconstrained model was determined and its level of significance. Lastly, the two models were compared, and the difference in Chi-square values and degrees of freedom were determined. Zainudin (2014) explains that moderation occurs if; the difference in Chi-square value is above the value at 1 degree of freedom at $P=0.05$ (3.84) and, the difference of the degrees of freedom is 1. ($\chi^2 > 3.84$; $df=1$). This is the criterion that was used to test moderation using SEM in the study and was preferred because it was objective and accurate with no error.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter presents the empirical findings, analysis and results of the study variables using various statistical analysis techniques as explained in the third chapter of this study. The analysis of the study variables was conducted in accordance with the specific objectives of the study which include; to explain influence of coworkers' political behaviour on equity in human resource management practises in Kenya's public sector; to establish influence of supervisor political behaviour on equity in human resource practises management in Kenya's public sector; to assess influence of organization political environment on equity in human resource management practises in Kenya's public sector; to establish the mediating effect of proactive behavior on the relationship between perceived organizational politics and equity in human resource management practises in Kenya's public sector and, to determine the moderating effect of organization climate on the relationship between perceived organizational politics and equity in human resource management practises in Kenya's public sector. The implication of the results of the analysis was then discussed around the key variables of the study.

4.2 Response Rate

The suitability of any research procedure is reflected by the response rate. This study targeted a total sample of 384 respondents drawn from Kenya's public sector institutions comprising of; National Government, County Governments, State Corporations, Independent Commissions and, Semi-Autonomous Government Agencies. Out of the 384 sampled respondents who were contacted, 263 responded comprising of 68.5% response rate. This response rate would be classified as high and was achieved because the study used 'drop and pick later' approach to administer the data collection instrument during data collection.

This response rate satisfied a suggestion by Mugenda and Mugenda (2009) that a response rate of 50% is adequate for a study. Further, Kothari (2004) explains that a response rate of above 60% is considered adequate while Saunders *et al.* (2009) indicate that a response rate of 50% is adequate and that above 70% is very good. A response rate of 68.5% was therefore adequate for analysis, derivation of findings, results and conclusions.

4.3 Results of the Pilot Study

A pilot study involving thirty seven (10%) respondents was conducted to determine the reliability of the data collection instrument and validity construct indicators. This sample was appropriate because (Ruxton & Colegrave, 2011) explain that a random sample comprising of 10% of the total number of the sampled respondents is adequate for pilot studies. Cronbach's Alpha coefficient and factor loadings were used to determine the reliability and validity of the data collection instrument. The results in Table 4.1 indicate that the Cronbach's Alpha for all the study variables was above 0.7 (George & Mallery, 2010) implying that the data collection instrument would sufficiently yield consistent results even in cases of repeated trials. Further, all the factor loadings of the respective study constructs were above 0.5 (Costello & Osborne, 2005) implying that the data collection instrument accurately measured what the research intended to measure. Based on these findings, the research inferred that the data collection instrument was valid and reliable for use in collecting the required data for the study.

Table 4.1: Reliability and Validity of Data Collection Instrument.

| Study Construct | Factor Loading | Cronbach's Alpha |
|--------------------------------------|-----------------------|-------------------------|
| Co-workers' Political Behavior | 0.71 | 0.78 |
| Supervisors' Political Behavior | 0.68 | 0.72 |
| Organizational Political Environment | 0.70 | 0.75 |
| Organization Climate | 0.59 | 0.70 |
| Proactivity | 0.63 | 0.77 |
| Equity in HRM Practises | 0.73 | 0.81 |

4.4 Analysis of Respondents' Demographic Information

Analysis of respondents' demographics covered a number of aspects including; respondent's age, gender, level of education, professional training and place of work. This was essential to enable the researcher ascertain that the respondents were at a position to provide the required data for the study. The analysis used responses that were provided in the questionnaire.

4.4.1 Respondents' Age

Respondents were asked to indicate their age in completed years. The findings in Table 4.2 revealed that close to 60% of the respondents were aged between 29 and 48 years. Further, close to 2% were aged above 59 years and nearly 10% were aged below 20 years. From these findings, it can be observed that most respondents were at their productive age owing to their academic qualifications and experience to drive performance of Kenya's public sector. Moreover, with over 30% aged below thirty years, it can be deduced that Kenya's public sector appears to adopt employee succession planning to guarantee supply of experienced and competent employees for future growth and performance of the public sector.

Table 4.2: Respondents' Age

| Year of Birth | Frequency | Valid Percent |
|----------------------|------------------|----------------------|
| 1950-1959 | 5 | 1.9 |
| 1960-1969 | 57 | 21.7 |
| 1970-1979 | 76 | 28.9 |
| 1980-1989 | 76 | 28.9 |
| 1990-1999 | 25 | 9.5 |
| Non Response | 24 | 9.1 |
| Total | 263 | 100.0 |

4.3.2 Respondents' Level of Education

Respondents were also asked to indicate their highest level of education. As shown in Table 4.3, majority of the respondents (52.5%) had attained university education at undergraduate level. Further, close to 40% of the respondents had master's degree while less than 2% had high school education. These findings imply that the respondents had diverse levels of academic achievement and were like in any organization prone to engage in perceived organizational politics in their pursuit preserve their job positions, advance in careers and benefit from the scarce resources at the disposal of the respective public institutions.

Table 4.3: Respondents' Level of Education

| Education Level | Frequency | Valid Percent |
|------------------------|------------------|----------------------|
| Undergraduate | 135 | 52.5 |
| Masters | 89 | 34.6 |
| High school | 5 | 1.9 |
| Diploma | 22 | 8.6 |
| PhD | 4 | 1.6 |
| Certificate | 2 | 0.8 |
| Total | 257 | 100.0 |

4.4.3 Gender Distribution

This study also sought to find out the distribution of respondents in terms of gender. The findings in Table 4.4 indicate that 57.8% of the respondents were male while 41.8% were female. This implies that there were more males than females working in Kenya's public sector. It is worth to note that the gender representation in Kenya's public sector conformed to the requirements of the the Constitution of Kenya (GoK, 2010) which as the supreme law provides that at least a third either gender is represented implying that the current legislative and policy framework by both National government and County governments on gender parity is being realized.

Table 4. 4: Respondents' Gender

| Gender | Frequency | Valid Percent |
|--------------|-----------|---------------|
| Male | 152 | 57.8 |
| Female | 110 | 41.8 |
| Non Response | 1 | .4 |
| Total | 263 | 100.0 |

4.4.4 Respondents' Place of Work

Respondents were also asked to indicate their place of work. The findings on the respondents' place of work as shown in Table 4.5 revealed that nearly 25% of the respondents worked in National government, parastatals and state corporations were each represented by close to 20%, while County Governments had close to 40%. Independent commissions had the least representation with less than 10%. From these findings, it is evident that Kenya's public sector was proportionately represented to the study's expectations.

Table 4.5: Responses on Place of Work

| Work Place | | Frequency | Valid Percent |
|------------------------|------------|-----------|---------------|
| National ministry | government | 57 | 21.8 |
| Parastatals | | 44 | 16.8 |
| State Corporations | | 47 | 17.9 |
| Independent Commission | | 21 | 8.0 |
| County Governments | | 93 | 35.5 |
| Total | | 262 | 100.0 |

4.5 Descriptive Analysis of Study Variables

The variables of this study were measured using indicator questions that comprised of a Likert Scale. This was most appropriate because it gave respondents opportunity to gauge the degree of their responses which best represented their position. A similar study on An Empirical Analysis of the Relationships between Politics, Conflicts, and Performance in Government Organizations (Cheong, 2010) used a 5-point level Likert Scale ranging from ‘strongly agree’ to ‘strongly disagree’ citing consistence with the POP validated scale. Descriptive analysis using percentages, means and standard deviation was conducted on all the broad variables of the study. This was essential in providing the researcher with initial general information before detailed analysis.

4.5.1 Descriptive Analysis of Coworkers’ Political Behavior

Coworkers’ political behavior was measured using 10 indicator questions arranged in a five point Likert scale ranging from ‘strongly agree (SA)’ to ‘strongly disagree (SD)’. The ten indicator questions were adapted from Kacmar and Ferris POP Scale of 1993. Respondents were asked to provide information by answering specific questions relating to co-workers’ political behavior at work. From the results in Table 4.6 majority of the respondents generally agreed that workers feared to speak out their mind in fear of victimization by fellow employees, employees were keen to bring others down others especially when errors were noticed and, that ones loyalty to the establishment was more important regardless to the quality of work. The respondents disagreed on; the issue of deliberate withholding of information, deliberate distortion of information, providing assistance only where there is personal gain and existence of informal groups that hinder other people’s work.

These findings imply that respondents were nearly equally divided as to whether co-workers political behavior positively or negatively influenced equity in human resource management practices. This is further inferred by the respective standard deviations which indicate that responses had high variability ($SD \geq 1$) with corresponding means being between 2.5 and 3 ($2.5 \leq \text{mean} \leq 3.0$). Arshad, Yasir and

Muhammad (2017) in a study on Influence of Perceived Organizational Politics on Employee Performance: A Case Study of Lahore, Pakistan found similar results where some employees exhibited positive political behaviors supportive of the system because of self-interest while others exhibited negative behavior due to a perception that the organization's system was not supportive. Similar findings were also recorded by Nihat, Samet and Ozgur (2016). In their study on Effects of Organizational Politics on Perceived Organizational Justice and Intention to Leave, they found that where employees highly perceive justice they were encouraged to develop positive behaviors and, when they didn't they considered their organization as political.

Table 4.6: Responses on Coworkers' Political Behavior

| Indicator Statement | SD | D | N | A | SA | Mean | Std. Div |
|--|-----------|----------|----------|----------|-----------|-------------|-----------------|
| Deliberate withholding of useful information | 6.8% | 29.3% | 30.8% | 20.5% | 12.5% | 3.03 | 1.1 |
| All are encouraged to speak out even when they appear critical | 11.1% | 11.5% | 40.1% | 24.8% | 12.6% | 3.16 | 1.1 |
| Workers often fear to speak out for fear of retaliation or victimization by others | 5.3% | 18.6% | 29.3% | 24.7% | 22.1% | 3.4 | 1.2 |
| People wait for the right time to highlight other people's errors | 8.0% | 14.8% | 37.3% | 32.7% | 7.2% | 3.16 | 1.0 |
| Colleagues deliberately distort information for personal gain | 21.7% | 22.8% | 30.8% | 16.7% | 8.0% | 2.67 | 1.2 |
| Colleagues offer assistance when expect to get something out of it | 25.1% | 35.0% | 27.0% | 9.5% | 3.4% | 2.31 | 1.1 |
| There exist informal groups that hinder other people's work | 17.9% | 25.9% | 31.2% | 17.9% | 7.2% | 2.71 | 1.2 |
| Loyalty precedes competence | 8.0% | 12.9% | 38.0% | 27.0% | 14.1% | 3.26 | 1.1 |
| People here attempt to build themselves by tearing down others | 14.8% | 28.5% | 32.3% | 17.1% | 7.2% | 2.73 | 1.1 |
| People survive by aligning themselves with authority | 10.6% | 19.4% | 35.4% | 23.2% | 11.4% | 3.05 | 1.1 |

4.5.2 Descriptive Analysis of Supervisor Political Behavior

Supervisors' political behavior was measured using seven indicator questions arranged in a five point Likert scale ranging from 'strongly agree (SA)' to 'strongly disagree (SD)'. The seven indicator questions were adapted from Kacmar and Ferris POP Scale of 1993. Respondents were asked to provide information by answering specific questions relating to supervisor political behavior at work.

Table 4.7 shows that majority of the respondents generally agreed with five indicator statements pointing that; bosses helped employees when it was beneficial to them, they selected people based on their loyalty not quality of their work, communication was done to the benefit of the boss, supervisors used loyalists to push their ideas and, that rewards were given to loyal employees. Further, respondents disagreed that supervisors sometimes employed other means of getting information. The proportion of those who agreed was higher marginally and reason why the seemingly significant minority proportion of the respondents who disagreed led to high variability of the responses ($SD \geq 1$) with the respective means appearing to suggest equal division between those who agreed and those who disagreed ($2.0 \leq \text{mean} \leq 30$).

These findings imply that the respondents had mixed responses as to whether supervisor political behavior positively or negatively influenced equity in human resource management practices in Kenya's public sector. From these findings it would be inferred that supervisor political behavior sometimes contributes to attainment of equity in human resource management practices. However, in some institutions, it also hinders attainment of equity in human resource management practices in Kenya's public sector.

The above findings were consistent with those of a similar study on Impact of Perceived Organizational Politics on Supervisory-Rated Innovative Performance and Job Stress (Muhammad, 2014) where it was found that supervisors with high negative oriented political behaviors invested their cognitive efforts to cope with the organizational politics and found little time and energy to invest in their tasks. This –

the study noted- led to abusive supervision which in turn negatively influenced realization of equity in human resource management practices.

Table 4.7: Responses on Supervisors Political Behavior

| Indicator Statement | SD | D | N | A | SA | Mean | Std. Div |
|--|--------|--------|--------|--------|--------|------|----------|
| Even though the boss appear to helping employees, he is more to protect himself | 18.6 % | 29.7 % | 36.1 % | 12.2 % | 3.4 % | 2.52 | 1.0 |
| My boss often select people who will assist him irrespective of their quality of work | 20.2 % | 39.9 % | 24.7 % | 11.8 % | 3.4 % | 2.38 | 1.0 |
| My supervisor employs other ways of getting information | 6.5% | 20.9 % | 46.8 % | 18.6 % | 7.2 % | 2.99 | 0.9 |
| My supervisor mostly communicates to make himself / herself look better | 24.7 % | 32.7 % | 28.5 % | 12.5 % | 1.5 % | 2.33 | 1.0 |
| My supervisor implements rules and policies concerning pay and promotion are fairly without favour. | 9.9% | 9.9 % | 25.5 % | 37.3 % | 17.5 % | 3.43 | 1.1 |
| When the boss wants to have his way, he uses the loyal to push his idea who make it appear as their own thinking | 20.9 % | 30.0 % | 29.3 % | 15.2 % | 4.6 % | 2.52 | 1.1 |
| My supervisor rewards those loyal to him to preserve his personal interests. | 23.2 % | 30.8 % | 25.5 % | 11.0 % | 9.5 % | 2.53 | 1.2 |

4.5.3 Descriptive Analysis of Organization Political Environment

Organization political environment was measured using eight indicator questions arranged in a five point Likert scale ranging from ‘strongly agree (SA)’ to ‘strongly disagree (SD)’. The indicator questions were adapted from Kacmar and Ferris POP Scale of 1993. Respondents were asked to provide information by answering specific questions relating to organizational political environment.

The results in Table 4.8 indicate that respondents generally disagreed with the assertions that; changes are made in policies and procedures to serve a few people, there exist more influential departments which are ‘untouchable’ and that upward mobility was mainly influenced by favouritism than competence. Respondents however agreed that; it was safe to agree than saying giving independent thought for survival and, that selective communication happened on issues affecting all employees. However, the proportion of general agreement was not high enough to suppress the opinions of those respondents who disagreed. Consequently, there was high variability of responses ($SD \geq 1$) with respective low means ($2.0 \leq \text{mean} \leq 3.5$) implying that overall responses nearly balanced between those who agreed and those disagreed. The above findings imply that the nature of the organizational political environment in Kenya’s public institutions was mixed up and this had both positive and negative influence on equity in human resource practices. These findings were consistent with those of a similar study (Muhammad & Hussain, 2017) which observed that an organization’s political environment influenced employee performance and fairness of pay system.

Table 4.8: Responses on Organizational Political Environment

| Indicator Statement | SD | D | N | A | SA | Mean | Std. Div |
|---|--------|--------|--------|--------|--------|------|----------|
| Changes are made in policies and procedures to serve few individuals. | 21.3 % | 28.5 % | 27.8 % | 17.1 % | 4.9 % | 2.56 | 1.1 |
| There is an influential department than no one ever crosses | 12.2 % | 25.1 % | 28.1 % | 24.3 % | 10.3 % | 2.95 | 1.2 |
| Connections with other departments happen only when one wants a favor | 6.1 % | 19.4 % | 30.8 % | 33.5 % | 10.3 % | 3.22 | 1.1 |
| Favoritism than merit determines who goes a head | 24.7 % | 16.7 % | 35.4 % | 16.3 % | 6.8 % | 2.64 | 1.2 |
| It is safe to be supportive than say that you think and respond later | 4.6 % | 19.0 % | 44.9 % | 25.1 % | 6.5 % | 3.1 | 0.9 |
| It is safe to keep quiet on critical issues than give your mind here | 10.3 % | 17.9 % | 36.1 % | 24.3 % | 11 % | 3.09 | 1.1 |
| Selective communication happens on issues affecting all employees | 9.5 % | 21.7 % | 30.8 % | 28.5 % | 9.5 % | 3.07 | 1.1 |
| Sometimes there is purposeful communication delays for self interest | 11.8 % | 25.1 % | 34.6 % | 19.4 % | 9.1 % | 2.89 | 1.1 |

4.5.4 Descriptive Analysis of Equity in Human Resource Management Practices

Equity in human resource management practices was measured using twenty four indicator questions arranged in a five point Likert scale ranging from ‘strongly agree (SA)’ to ‘strongly disagree (SD)’. The indicator questions were adapted from Colquintt (2001) Organizational Justice Scale. Broadly, the indicator questions focused on aspects of equity in human resource management procedures (procedural justice), fairness in distribution of resources (distributive justice) and, fairness in human resource communication and information sharing (interactional justice).

The findings in Table 4.9 indicate that respondents generally agreed that; human resource management procedures were based on accurate information and were free from bias, employees were allowed to appeal the outcome of human resource management procedures, the procedures used upheld the moral and ethical standards,

there was fair implementation of pay and promotion policies, there existed a clear performance appraisal system, information on available opportunities in employment was done at the sametime, employee remuneration and benefits were fairly distributed and human resource communication systems were fair and accurate.

However, respondents equally disagreed with the following; opportunities for training were given based on ones' connections, the amount of remuneration in terms of benefits and allowances depended on ones' influence and connections as opposed to the laid down procedures, promotion was secret and based on unknown factors or criteria, loyal employees were given opportunities for training and promotion first than others and, that employees were given equal opportunity for career advancement.

Majority of the responses had high variability ($SD \geq 1$) with corresponding low means ($2.0 \leq \text{mean} \leq 3.5$) implying that respondents had mixed opinions on the status of equity in human resource management practices in Kenya's public sector. These findings are consistent to those of a previous similar study (Nwizi, Ojiabo & Alagah, 2017) where it was found that perceived organizational politics was responsible for unequal promotional opportunities, disparities in pay and unequal delays in payment.

Table 4.9: Responses on Equity in Human Resource Management Practices.

| Indicator | SD | D | N | A | SA | Mean | Std. Div |
|------------------|-----------|----------|----------|----------|-----------|-------------|-----------------|
| BH1 | 8.4% | 21.7% | 35.0% | 25.1% | 9.9% | 3.06 | 1.1 |
| BH2 | 6.5% | 9.5% | 27.0% | 44.9% | 12.2% | 3.47 | 1.0 |
| BH3 | 5.3% | 5.3% | 27.4% | 50.2% | 11.8% | 3.58 | 1.0 |
| BH4 | 3.0% | 8.0% | 36.5% | 40.3% | 12.2% | 3.51 | 0.9 |
| BH5 | 6.1% | 12.5% | 20.2% | 45.2% | 16.0% | 3.52 | 1.0 |
| BH6 | 3.0% | 4.6% | 24.0% | 46.4% | 22.1% | 3.80 | 0.9 |
| BH7 | 16.0% | 27.4% | 19.0% | 26.6% | 11.0% | 2.89 | 1.2 |
| BH8 | 3.4% | 8.7% | 28.5% | 41.4% | 17.9% | 3.62 | 0.9 |
| BH9 | 28.9% | 31.2% | 6.8% | 27.8% | 5.3% | 2.49 | 1.3 |
| BH10 | 25.5% | 28.9% | 11.8% | 24.0% | 9.9% | 2.64 | 1.3 |
| BH11 | 31.9% | 30.8% | 12.5% | 17.1% | 7.6% | 2.38 | 1.2 |
| BH12 | 16.7% | 23.2% | 29.3% | 21.7% | 9.1% | 2.83 | 1.2 |
| BH13 | 3.4% | 10.6% | 14.8% | 45.2% | 25.9% | 3.79 | 1.0 |
| BH14 | 0.8% | 9.9% | 20.5% | 36.9% | 31.9% | 3.89 | 0.9 |
| BH15 | 5.7% | 14.4% | 19.8% | 35.7% | 24.3% | 3.59 | 1.1 |
| BH16 | 7.6% | 6.1% | 35.4% | 31.9% | 19.0% | 3.49 | 1.1 |
| BH17 | 10.6% | 9.9% | 30.4% | 35.0% | 14.1% | 3.32 | 1.1 |
| BH18 | 7.2% | 10.3% | 30.8% | 33.8% | 17.9% | 3.45 | 1.1 |
| BH19 | 8.7% | 4.6% | 44.5% | 29.3% | 12.9% | 3.33 | 1.0 |
| BH20 | 3.0% | 12.5% | 13.3% | 44.9% | 26.2% | 3.79 | 1.0 |
| BH21 | 4.9% | 4.2% | 5.3% | 41.1% | 44.5% | 4.16 | 1.0 |
| BH22 | 4.6% | 8.0% | 17.5% | 39.5% | 30.4% | 3.83 | 1.0 |
| BH23 | 0.8% | 9.5% | 31.2% | 39.2% | 19.4% | 3.67 | 0.9 |
| BH24 | 3.0% | 12.2% | 29.7% | 38.0% | 17.1% | 3.54 | 1.0 |

KEY

| Code | Statement description |
|-------------|--|
| BH1 | I am allowed to contribute to changes in the human resource procedures used in my organization. |
| BH2 | The human resource procedures used are always applied consistently in the entire organization. |
| BH3 | The human resource procedures used are based on accurate information. |
| BH4 | The human resource procedures are free from bias. |
| BH5 | I am allowed to appeal the outcome arrived at by the human resource procedures. |
| BH6 | The human resource procedures used uphold ethical and moral standards |
| BH7 | Opportunities for training are given based on one's connections |
| BH8 | Pay and promotion decisions are fairly implemented. |
| BH9 | Amount of allowances paid depend on the position and influence of a person as opposed to laid down policies |
| BH10 | There is no clarity on promotion |
| BH11 | Promotion here is done secretly based on factors unknown to me |
| BH12 | Employees who are seen as loyal are usually given priority over others in opportunities for training |
| BH13 | Performance appraisals are often clear |
| BH14 | Performance appraisal is based criteria known to all |
| BH15 | Whenever an opportunity for employment arises, all potential applicants are made to know at the same time. |
| BH16 | All employees are equally considered for opportunities for further training based on laid down procedures |
| BH17 | All employees are remunerated based on the quality and effort put in their work and not on unknown factors |
| BH18 | All employees are given equal opportunity for career advancement |
| BH19 | Recruitment in this place is done fairly. |
| BH20 | Determination of pay and benefits is based on known criteria |
| BH21 | All employees are paid at the same time and without discrimination. |
| BH22 | In case of any misconduct, disciplinary issues are sorted out based on fair hearing to all the affected people |
| BH23 | Human resource communication systems are fair to all |
| BH24 | I receive details of communication on HR issues in a timely manner |

4.5.5 Descriptive Analysis of Organization Climate

Organization climate was measured using twelve indicator questions arranged in a five point Likert scale ranging from ‘strongly agree (SA)’ to ‘strongly disagree (SD)’. The indicator questions were adapted from Patterson, West, Shackleton, Dawson, Lawthom and Wallace (2005) Organization Climate Scale. Respondents were asked to answer specific indicator questions and their responses were then analysed. The results in Table 4.10 indicate that majority of the respondents were generally indifferent on most indicators of organizational climate as having a moderating effect on the relationship between perceived organizational politics and equity in human resource management practices. The respondents agreed that; the work environment was characterized by consultations and collaboration among departments, employees were aware of the vision of their respective institutions and employees were free to decisions affecting their work duties without much interference from management.

Further, respondents disagreed to the assertions that; top managers tightly controlled their work actions and, that employees were constantly looking for new ways of doing things. This notwithstanding, the responses had high variability on most indicators ($SD \geq 1$) with respective means appearing low ($2.0 \leq \text{mean} \leq 3.5$) implying that there were varied opinions on the envisaged moderating effect of organizational climate. The true position as to whether organizational climate had a moderating effect could only be established through further analysis.

Table 4.10: Responses on Organization Climate

| Indicator Statement | SD | D | N | A | SA | Mean | Std. |
|--|-----------|----------|----------|----------|-----------|-------------|-------------|
| | | | | | | | Div |
| New ideas are readily accepted here | 6.8% | 20.5 | 47 | 22 | 2.7 | 2.93 | 0.9 |
| | | % | % | % | % | | |
| Management here are quick to spot the need to do things differently | 7.6% | 20.5 | 45 | 19 | 7.6 | 2.98 | 1.0 |
| | | % | 2% | % | % | | |
| Assistance in developing new ideas is readily available | 6.1% | 17.5 | 48 | 22 | 5.7 | 3.04 | 0.9 |
| | | % | % | % | % | | |
| People always search for new ways of solving problems | 11.0 | 22.8 | 43 | 16 | 6.5 | 2.84 | 1.0 |
| | | % | % | % | % | | |
| This company is quick to respond when changes need to be made | 10.3 | 22.1 | 42 | 19 | 6.2 | 2.89 | 1.1 |
| | | % | % | % | % | | |
| Management trust people to take work-related decisions | 12.9 | 32.7 | 42 | 10. | 1.5 | 2.55 | 0.9 |
| | | % | % | % | 3% | % | |
| People at the top tightly control the work of those below them* | 6.5% | 20.5 | 36 | 22. | 13. | 3.16 | 1.1 |
| | | % | % | 4% | 7% | | |
| Everyone is aware of the long term plans and direction of this company | 10.3 | 14.4 | 41 | 27. | 5.7 | 3.04 | 1.0 |
| | | % | % | % | 8% | % | |
| People in different departments are prepared to share information | 6.5% | 23.2 | 43 | 21. | 5.7 | 2.97 | 0.9 |
| | | % | % | 7% | % | | |
| Collaboration between departments is very effective | 4.9% | 17.5 | 39 | 28. | 9.5 | 3.21 | 1.0 |
| | | % | % | 9% | % | | |
| Management involve people when decisions are made that affect them | 9.1% | 26.2 | 36 | 18 | 9.9 | 2.94 | 1.1 |
| | | % | % | % | % | | |
| People feel decisions are frequently made over their heads* | 6.1% | 22.4 | 38 | 21 | 11 | 3.1 | 1.0 |
| | | % | % | % | % | | |

4.5.6 Descriptive Analysis of Proactive Behavior

Proactive behavior was measured using twelve indicator questions arranged in a five point Likert scale ranging from ‘strongly agree (SA)’ to ‘strongly disagree (SD)’. The indicator questions were adapted from Bateman and Crant (1993) Proactive Personality Scale. Respondents were asked to answer each of the questions which were then analysed.

The results in Table 4.11 show that majority of the respondents generally agreed with indicators of proactivity as having an intervening effect in the relationship between perceived organizational politics and equity in human resource management practices. More than 50% agreed that; they were constantly looking for new ways of doing work, they had self drive to create a difference in their places of work, they readily take actions on work related issues that require fixing, they see challenges as opportunities at work and, that they assist colleagues at work in solving work related issues. The responses of the respective indicator questions had low variation ($SD<1$) and high means ($3.6 \leq \text{mean} \leq 4.2$) implying this represented the opinions of majority of the respondents. The results show that employees in Kenya’s public sector were adopting proactivity a contemporary workplace practice where inrole and extra role work behaviours serve to among others minimize the impact of perceived organization politics.

The findings are consistent to those of a study by (Yuan *et al.*, 2010) which found that proactivity mediated that relationship between perceived politics and organizational success. The results were also consistent with the theoretical underpinnings (Crant, 1993) that proactivity led to development of self -starting and change oriented behaviors among organizational members which enabled them cope with organizational challenges including perceived organizational politics. Proactive employees see challenges as opportunities, are able to spot symptoms and act before problems emerge, are always eager to provide new solutions to workplace problems and, through extra role behaviours have external locus of control to workplace issues.

Table 4.11: Responses on Proactive Behaviour

| Statement | SD | D | N | A | SA | Mean | Std. |
|---|-------|-------|-------|-------|-------|------|------|
| | | | | | | | Div |
| I am constantly on the lookout for new ways to improve my work and life | 1.9% | 21.3% | 48.7% | 28.1% | 4.03% | 0.7 | |
| I feel driven to make a difference at work | 1.5% | 5.3% | 18.6% | 50.2% | 24.3% | 3.9 | 0.8 |
| I tend to let others take initiative to start new projects at work | 14.6% | 15.2% | 39.2% | 32.7% | 8.4 | 3.25 | 0.9 |
| I enjoy facing and overcoming obstacles to my ideas at work | 0.8% | 0.8% | 22.1% | 49.4% | 27.0 | 4.01 | 0.7 |
| If I see something I don't like, I fix it | 1.1% | 3.0% | 30.0% | 43.0% | 22.8 | 3.83 | 0.8 |
| I love being a champion of ideas even against others opposition at work | 0.8% | 13.7% | 39.2% | 31.6% | 14.8 | 3.46 | 0.9 |
| I can spot a good opportunity long before others can at work | 0.8% | 8.0% | 40.3% | 42.2% | 8.7 | 3.5 | 0.7 |
| If I see someone in trouble at work, I help out in any way I can | 0.8% | 1.5% | 17.5% | 45.6% | 34.6 | 4.12 | 0.7 |
| I am great in turning problems into opportunities at work | -% | 3.0% | 31.2% | 46.8% | 19.0 | 3.82 | 0.7 |
| When I have a problem, I tackle it head on | -% | 1.9% | 28.1% | 49.4% | 20.5 | 3.89 | 0.7 |
| I love to challenge the <i>status quo</i> | 0.8% | 11.8% | 47.5% | 26.6% | 13.3 | 3.4 | 0.8 |
| I always look for better ways of doing things at work | -% | 1.5% | 17.1% | 50.6% | 30.8 | 4.11 | 0.7 |

4.6 Diagnostic Tests for the Study

Prior to detailed analysis, data for the study was subjected to a number of diagnostic tests including; test of normality, multicollinearity, heteroscedasticity and autocorrelation.

4.6.1 Tests of Normality

Data was tested for normality using Kolmogorov-Smirnov test and Shapiro-Wilk test. These test statistics were most appropriate because they facilitated comparison of the scores in the sample to a normally distributed set of scores with the same mean and standard deviation (Field, 2009). The results in Table 4.12 indicate that the statistic values of the all the variables of the study for both tests were greater than 0.05 ($P>0.05$) implying that the data was a normal distribution. The Kolmogorov-Smirnov test statistic for all the respective variables was not significant ($P>0.05$). Similarly, Shapiro-Wilk test statistic for each of the respective variables was not significant ($P>0.05$). This indicates that the data was normally distributed.

Acknowledging the fact that the above tests of normality sometimes had a limitation of providing misleading results especially when dealing with large samples (Razali & Wah, 2011), we plotted the data on Q-Q plots to ascertain the above statistics. As shown in Figures 4.1, 4.2, 4.3, 4.4, 4.5 and 4.6 all the respective broad variables of the study had normal Q-Q plots further implying that the data was normally distributed.

Table 4.12: Tests of Normality

| Variable | Kolmogorov-Smirnov | | | Shapiro-Wilk | | |
|---|---------------------------|-----------|-------------|---------------------|-----------|-------------|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| Coworkers' Political Behavior | .085 | 263 | .007 | .988 | 263 | .125 |
| Supervisors' Political Behavior | .111 | 263 | .009 | .980 | 263 | .061 |
| Organizational Political Environment | .063 | 263 | .114 | .990 | 263 | .077 |
| Equity in Human Resource Management Practices | .083 | 263 | .006 | .980 | 263 | .060 |
| Organization Climate | .080 | 263 | .061 | .987 | 263 | .067 |
| Proactivity | .093 | 263 | .116 | .988 | 263 | .125 |

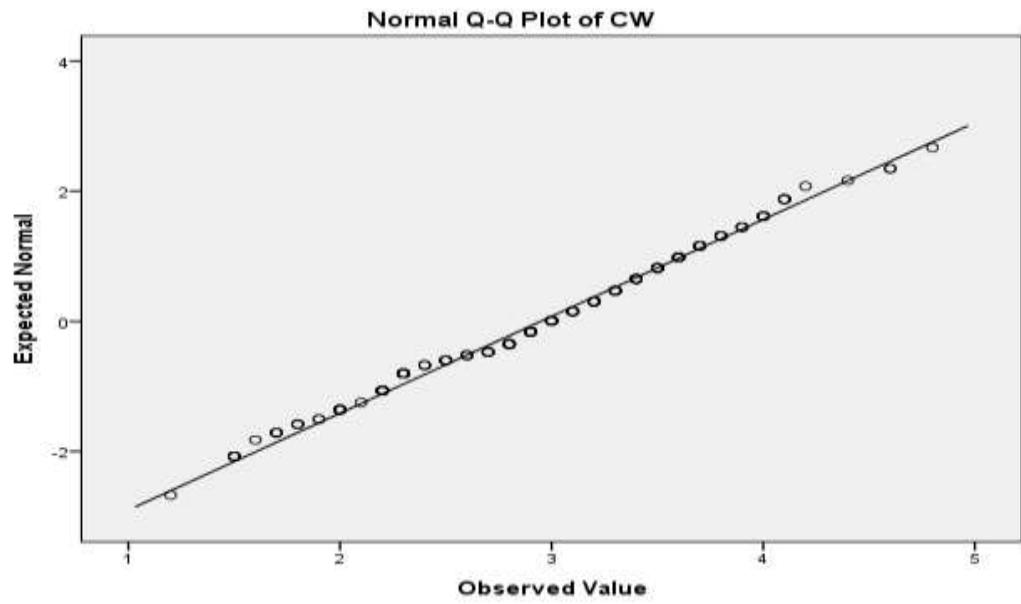


Figure 4.1: Q-Q Plot for Coworkers' Political Behavior

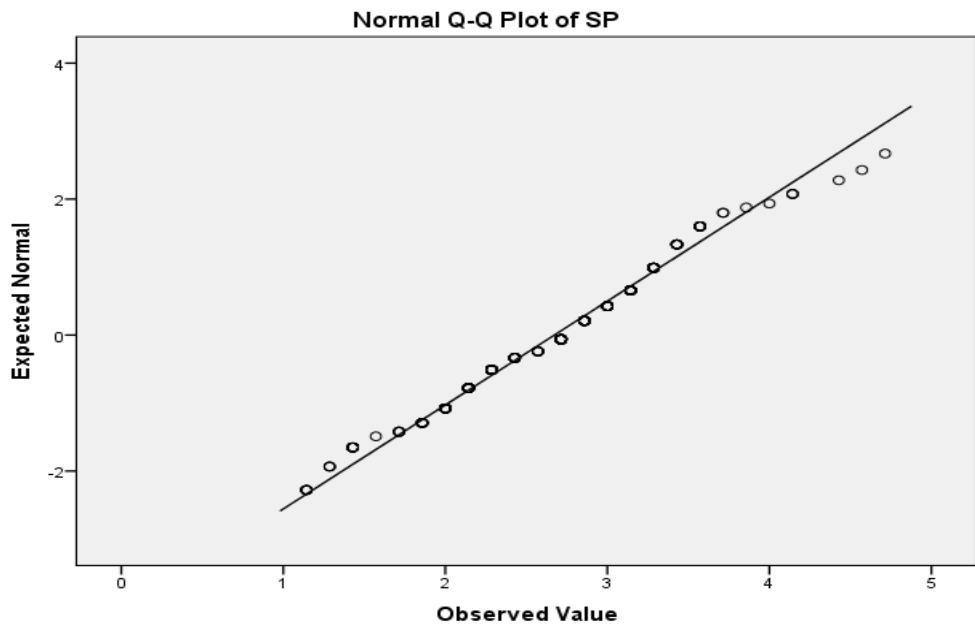


Figure 4.2: Q-Q Plot for Supervisors' Political Behavior

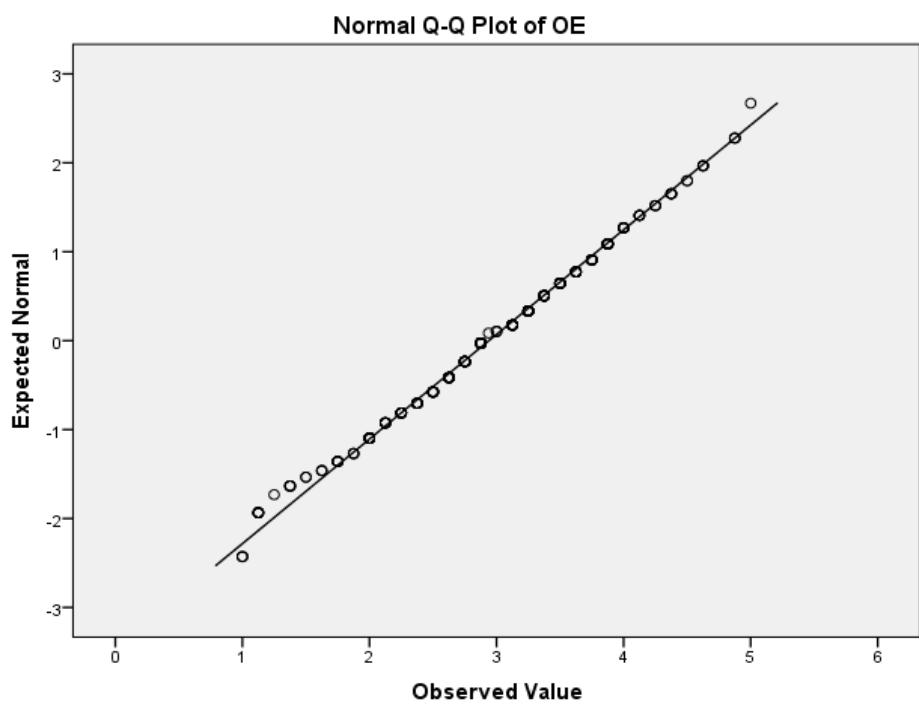


Figure 4.3: Q-Q Plot for Organizational Political Environment

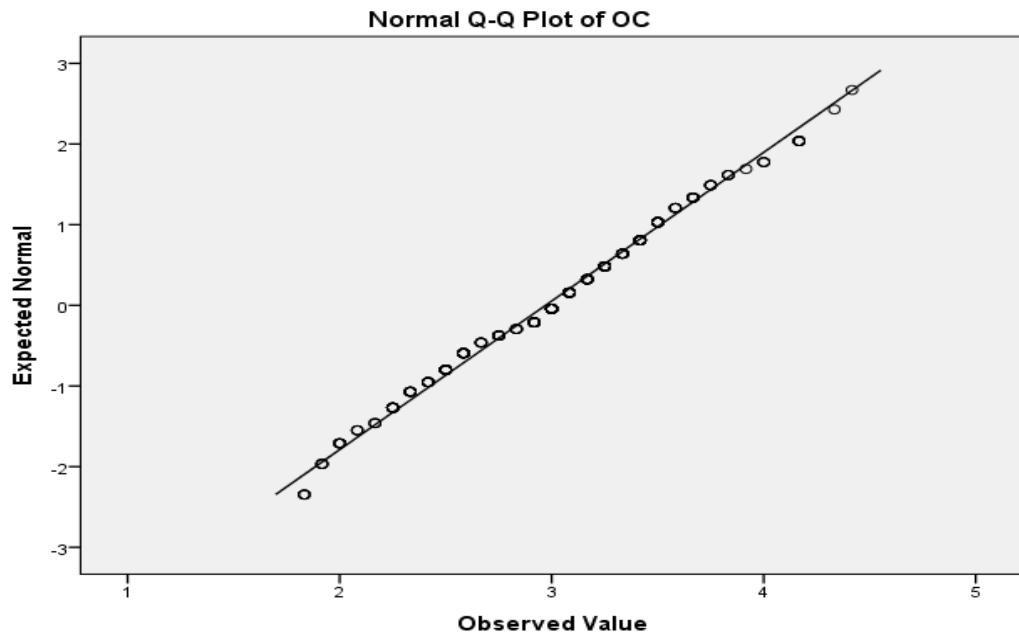


Figure 4.4: Q-Q Plots for Organization Climate

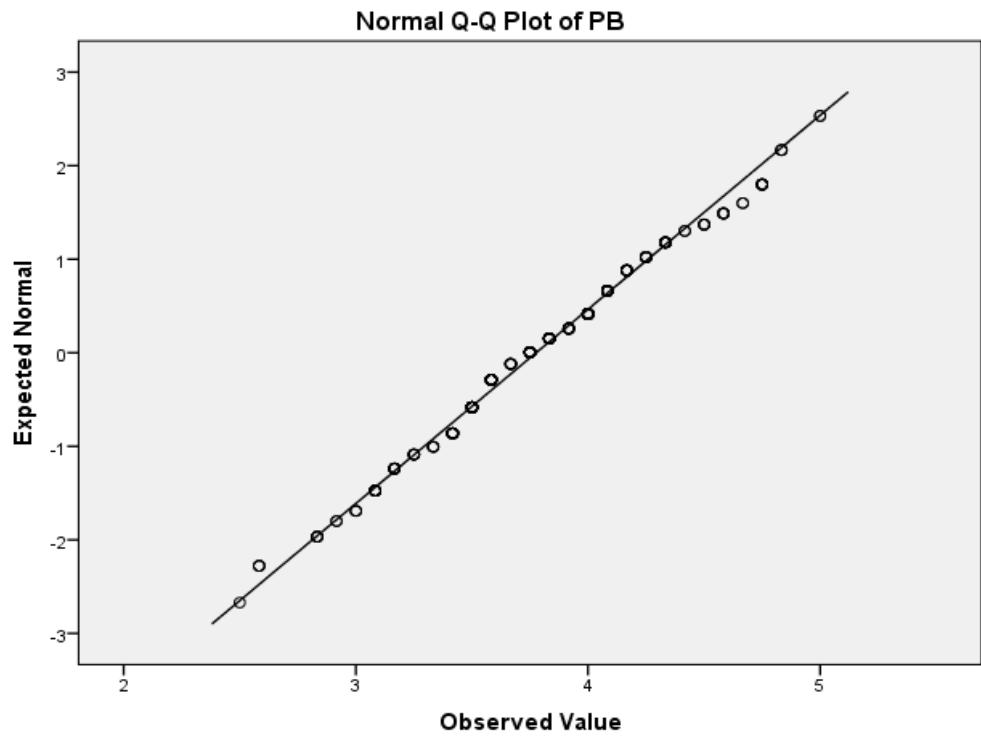


Figure 4.5: Q-Q Plot for Proactive Behaviour

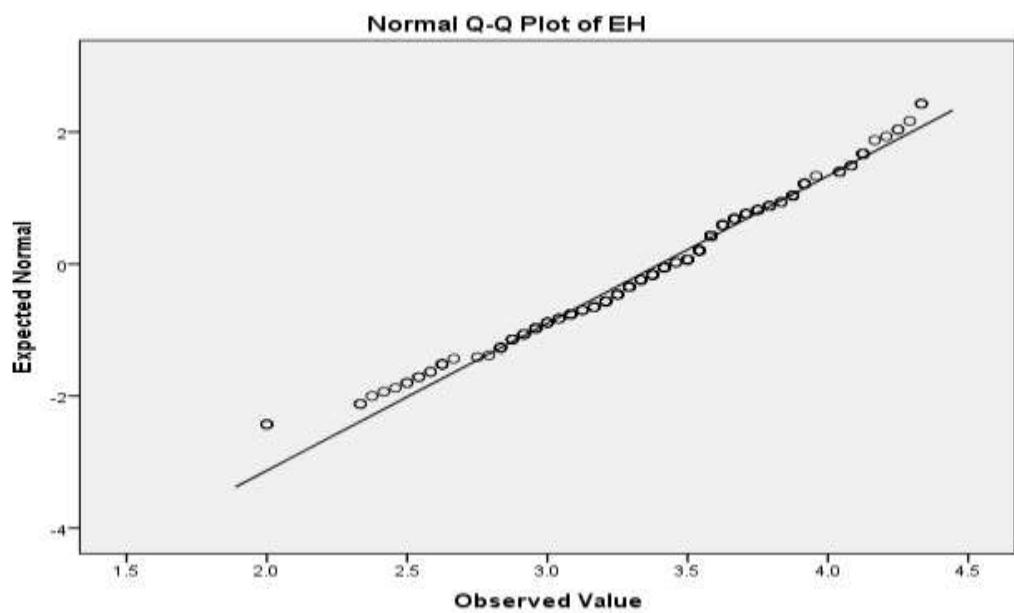


Figure 4.6: Q-Q Plot for Equity in Human Resource Management Practices

4.6.2 Test for Multicollinearity

Multicollinearity is a situation where predictor variables are found to have internal association or correlation. Whenever this happens, it presents a problem because it may be a source of errors which might lead to misleading results such as having a high coefficient of determination value due to high pairwise correlation of the explanatory variables (Damodar & Porter, 2009). This study used Variance Inflation Factor (VIF) test statistic and tolerance to check whether multicollinearity was present in the data. As it can be inferred from Table 4.13, the tolerance values for all the respective variables were close to 1 and, all the VIF values were less than 10 implying absence of multicollinearity in the study.

Table 4.13: Multicollinearity Statistics

| Variable | | Tolerance | VIF |
|----------------------|-----------------------|------------------|------------|
| Coworkers' | Political Behavior | .438 | 2.281 |
| Supervisors' | Political Behavior | .387 | 2.586 |
| Organization | Political Environment | .281 | 3.553 |
| Organization Climate | | .751 | 1.331 |
| Proactive Behaviour | | .941 | 1.063 |

4.6.3 Testing for Heteroscedasticity

This study tested whether the variance of the error terms of the explanatory variables were correlated or not. Heteroscedasticity is the undesirable situation where the variance error terms of the explanatory variables of a study are found to vary across observations thereby influencing each other (Damodar & Porter, 2009). When the error terms are heteroscedastic, Ordinary Least Squares (OLS) estimator remains unbiased but inefficient and when this happens, the results will be inaccurate. This

study tested heteroscedasticity using Breusch- Pagan and Koenker test statistic which utilizes residuals from the OLS output. The findings in Table 4.14 indicate that the P-values of all the respective explanatory variables were greater than 0.05 ($P>0.05$) implying that the variance of error terms of the predictor variables was constant and thus the data was homoscedastic.

Table 4.14: Heteroscedasticity Statistics

| Variables | t | Sig |
|------------------------------------|--------|-------|
| Constant | -0.014 | 0.989 |
| Coworkers Political Behavior | 1.555 | 0.121 |
| Supervisors' Political Behavior | -1.637 | 0.103 |
| Organization Political Environment | 1.854 | 0.065 |

4.6.4 Testing for Autocorrelation

Autocorrelation occurs when the disturbance / error terms of explanatory variables are associated against the held assumption that error terms should be independent of each other. Martz (2013) observed that autocorrelation leads to underestimation of standard errors of coefficients and makes predictor variables to appear significant when they are actually not and this affects the accuracy of research findings. This study used Durbin Watson (d) test statistic to test autocorrelation. The findings in Table 4.15 indicate that there was no autocorrelation since the Durbin Watson test statistic value ranged between 1.5 and 2.5. This cleared the data for further analysis through exploratory factor analysis (EFA), confirmatory factor analysis (CFA) and structural equation modelling (SEM).

Table 4.15: Autocorrelation Statistic

| Durbin-Watson (d) Statistic | Significance | Decision |
|--------------------------------|---------------------|--------------------|
| 1.872 | $1.5 < 1.872 < 2.5$ | No autocorrelation |

4.7 Factor Analysis

Factor analysis is a statistical technique that is used to reduce factors or variables into smaller sets and establish underlying dimensions between measured and latent constructs. Factor analysis was carried out in order to determine internal correlations among data and come up with internally consistent indicators for measuring a given latent variable (Mugenda, 2010). These correlations were essential in assisting the researcher make accurate and informed interpretation of the variables under study. Further, as suggested by Hair *et al.* (2010) factor analysis is necessary because it facilitates testing of construct validity, highlight variability among observed indicators of variables and check correlations among variables so as to optimize measurability of data.

Cooper and Schindler (2008) explain that factor loadings of 0.7 would be acceptable although other researchers Costello and Osborne (2005) suggest a minimum factor loading of 0.5 as adequate. Factor analysis was used in this study to reduce the number of indicator factors for the respective broad constructs which would not significantly explain influence of perceived organizational politics on equity of human resource practices. Therefore through EFA indicator variables which were significant enough to explain the anticipated influence were retained. The study adopted the suggestion by Costello and Osborne (2005) that factors with minimum factor loadings of 0.5, communalities of 0.3 and severity of cross loadings of less than 0.4 were extracted for further analysis. Factor analysis was conducted in two forms; exploratory factor analysis (EFA) and confirmatory factor analysis (CFA).

4.7.1 Exploratory Factor Analysis

Exploratory factor analysis (EFA) is a statistical technique that is used to measure variables that cannot be directly measured. Field (2009) explains that unobserved or latent variables can only be measured through analysis of the indicators or sub variables that are used to measure the variables. Exploratory factor analysis precedes confirmatory factor analysis (CFA) because the former involves determination of factors which are significant enough to measure a given latent variable.

Tabachnick and Fidell (2013) further explain that exploratory factor analysis is used when one has a large set of variables to be described in simpler terms and there is no knowledge of the factors that will cluster together. Bordens and Abbot (2014) further explain that EFA is used during the early stages of research to identify indicators that cluster together and provide information on the number of indicators or factors that best represent data. During EFA, indicators or factors are reduced and only those that maximize the amount variance explained are retained in readiness for further analysis through confirmatory factor analysis.

Prior to EFA two statistical tests namely; Kaiser-Meyer-Olkin (KMO) test of sampling adequacy and, Bartlett's Test of Sphericity were conducted to determine the factorability of data. Kaiser-Meyer-Olkin test was used to determine the adequacy of the sample and as rule of thumb a KMO value of close to one (1) was preferred since this indicated that the sample was adequate enough for the application of factor analysis. Field (2009) indicates that a data set with a KMO value of above 0.6 is acceptable for further analysis. Bartlett's Test of Sphericity was used to indicate that the correlation matrix was not an identity matrix implying that the variables were unrelated and hence suitable for further analysis. The output of this test must produce a Chi-square value which must be significant ($P<0.05$) for suitability of factor analysis.

The results in Table 4.16 indicate that the value of Kaiser-Meyer Olkin (KMO) test statistic was above 0.6 (Field, 2009) meaning that the data sample was adequate and suitable for further analysis. Moreover, Bartlett's Test of Sphericity had a high chi-square value which was significant ($P<0.05$) confirming the factorability and suitability of data.

Table 4.16: Reliability and Factorability Statistics

| Test Statistic Description | Value |
|--|--------------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .843 |
| Bartlett's Test of Approx. Chi-Square | 15430.309 |
| Sphericity Df | 2628 |
| Sig. | .000 |

After the initial analysis of the study constructs, EFA was simultaneously conducted on all the broad variables of the study namely; coworkers' political behavior, supervisor political behavior, organizational political environment, organization climate, proactive behavior and, equity in human resource management practices. The EFA process was conducted using principal axis factoring (PAF) which was preferred over the common method of principal components analysis (PCA) because of the latter's limitation of not being affective in factor analysis. Costello and Osborne (2005) argue that principal components analysis is a data reduction technique that produces components whereas principal axis factoring produces factors. A similar argument has been advanced by Tabachnick and Fidell (2007) who casted serious doubts on principal components analysis by terming it a data reduction technique conducted before true factor analysis using an appropriate technique.

In the first attempt of EFA, the observable variables of all the broad latent constructs were first subjected to promax rotation and the results were not satisfactory due to a combination of; cross loadings, low factor loadings and low communalities. Costello and Osborne (2005) recommend that items that cross load during factor analysis be dropped. Promax rotation was preferred because being a form of oblique rotation, it is accurate especially where data does not meet a *priori* assumptions (Willian & Brown, 2010). Indicator variables which failed to meet the aforementioned threshold were progressively dropped until a desirable pattern matrix was achieved for all the latent constructs. Table 4.17 indicates the pattern matrix of the factors which were extracted through the EFA process.

After EFA, forty three (43) indicator variables out of the initial seventy three (73) were extracted representing 62.3% of total item variance. The results in Table 4.20 indicate that the indicator variables extracted were categorized into seven factors where, a majority (37.2%) of these indicator variables loaded under factor one, while factors 5, 6, and 7 loaded two indicator variables each which represented less than 1%. The factor loadings of the respective indicator variables satisfied the set threshold of 0.5 and communalities of 0.3 (Costello & Osborne, 2005).

Table 4.17: Pattern Matrix for Extracted Factors

| Factor | Broad Variable Name | Indicator Variables Extracted | Factor Loadings | Communalities |
|--------|---|-------------------------------|-----------------|---------------|
| 1 | Coworkers' Political Behaviors | BW8 | 0.812 | 0.534 |
| | | BW9 | 0.759 | 0.545 |
| | | BW10 | 0.742 | 0.570 |
| | | BW7 | 0.637 | 0.410 |
| | | BW4 | 0.597 | 0.592 |
| | | BW2 | 0.584 | 0.546 |
| | | BW1 | 0.541 | 0.442 |
| | | BW3 | 0.534 | 0.436 |
| 2 | Equity in Human Resource Management Practices | BH4 | 0.862 | 0.749 |
| | | BH2 | 0.794 | 0.634 |
| | | BH16 | 0.766 | 0.600 |
| | | BH5 | 0.755 | 0.558 |
| | | BH3 | 0.699 | 0.591 |
| | | BH18 | 0.646 | 0.692 |
| | | BH8 | 0.622 | 0.450 |
| | | BH6 | 0.591 | 0.615 |
| | | BH19 | 0.553 | 0.584 |
| | | BH17 | 0.514 | 0.479 |
| 3 | Organization Climate | BK2 | 0.894 | 0.700 |
| | | BK3 | 0.888 | 0.693 |
| | | BK1 | 0.694 | 0.480 |
| | | BK9 | 0.636 | 0.533 |
| | | BK10 | 0.583 | 0.516 |
| | | BK11 | 0.580 | 0.641 |
| | | BK8 | 0.567 | 0.399 |
| | | BK5 | 0.558 | 0.545 |
| 4 | Proactive Behavior | BN10 | 0.791 | 0.696 |
| | | BN9 | 0.653 | 0.515 |
| | | BN12 | 0.617 | 0.406 |
| | | BN7 | 0.565 | 0.577 |
| 5 | Organization Political Environment | BE2 | 0.827 | 0.550 |
| | | BE3 | 0.750 | 0.661 |
| 6 | Supervisor Political Behavior | BS6 | 0.618 | 0.648 |
| | | BS7 | 0.543 | 0.664 |

4.7.2 Convergent and Discriminant Validity

Construct validity is essential in any study because it not only assures accuracy and meaningfulness of inferences (Mugenda & Mugenda, 2009) but also enables researchers to determine the extent to which a set of indicator variables reflect the theoretical latent constructs they are designed to measure. Both convergent and discriminant validity go together such that if none is present, then it could be concluded that there is no construct validity. Hair *et al.* (2010) explain that for convergent validity to occur, indicator factors must have factor loadings of at least 0.5 while for discriminant validity, it must be established that measures which should not be related are practically not related.

As shown in Table 4.18, all the extracted factors had high factor loadings- minimum factor loadings of 0.5- implying that they were sufficiently high to be convergent. Further, in order to establish whether discriminant validity existed, we examined the correlation matrix of the factors extracted. The results in Table 4.21 shows that none of the factors had loadings above 0.7 (Hair *et al.*, 2010) implying that the factors discriminated themselves thus indicating presence of discriminant validity.

Table 4.18: Correlation Matrix for Discriminant Validity

| Factor | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------------|----------|----------|----------|----------|----------|----------|----------|
| 1 | 1.000 | -.575 | -.521 | -.067 | -.372 | -.306 | .274 |
| 2 | -.575 | 1.000 | .562 | .109 | .442 | .432 | -.290 |
| 3 | -.521 | .562 | 1.000 | .086 | .455 | .323 | -.189 |
| 4 | -.067 | .109 | .086 | 1.000 | .205 | .037 | .055 |
| 5 | -.372 | .442 | .455 | .205 | 1.000 | .133 | -.012 |
| 6 | -.306 | .432 | .323 | .037 | .133 | 1.000 | -.177 |
| 7 | .274 | -.290 | -.189 | .055 | -.012 | -.177 | 1.000 |

4.7.3 Confirmatory Factor Analysis

The extracted factors through the EFA process were subjected to confirmatory factor analysis (CFA). Byrne (2010) refers confirmatory factor analysis as a statistical procedure that is used by researchers to verify the factor structure of a set of observable variables and, allows a research to test hypothesis to ascertain whether a relationship exists between a latent variable and the underlying indicator variables. In CFA, a researcher uses knowledge existing of theory, empirical research or both to postulate a *priori* relationship pattern and then test the same statistically and make conclusions based on the results. On their part, Hair *et al.* (2010) observe that CFA facilitates analysis of the measurement model and, explain structural relationships between latent variables of a study. Confirmatory Factor analysis is different from structural equation modelling in the sense that in CFA latent factors are not directly linked with arrows in CFA (Kline, 2011) implying that in the context of SEM, CFA is referred to as ‘measurement model’ while the relations between the latent variables –usually shown using directed arrows- are known as the ‘structural model’.

Confirmatory factor analysis was conducted using Analysis of a Moment Structure (AMOS) software and the study was able to derive both the measurement model and structural model. The first order CFA model revealed relationships between the exogenous variables and the endogenous variable and, between the indicator variables of the study. Initial examination of the model fits revealed that the structural model was not fitting well since some of the fit indices were outside the recommended limits (Byrne, 2010). In order to cure this scenario, we modified the model to minimize errors through covariance of the error terms and deleted some indicator variables which failed to attain the expected threshold until the model fit indices were adequate and within the acceptable range. This study used the following model fit indices to evaluate the measurement model during the CFA process.

C_{MIN}: This is the likelihood ratio of the chi-square test. It shows the correspondence between the proposed model and the actual model and it is commonly used as a fit index. Since this test is a difference test, it is not desirable that a chi-square value is insignificant and, so long as the C_{MIN}/DF ratio is less than 3 it will be acceptable since it signifies good fit (Meydan & Sen, 2011).

Comparative Fit Index (CFI). This is a group of fit indices based on independent models. This fit index assumes that all latent variables are not correlated. The CFI basically compares the saturated model with the independent model and the values of this test statistic range between 0 and 1. This study will use values greater than or equal to 0.90 as indicative of good fit (Schermelleh-Engel, Moosbrugger, & Muller, 2003).

Goodness of Fit Index (GFI). This is a measure of the degree of variance or covariance that is explained by the model. This test statistic is used to measure the degree of variance or covariance in the observed correlation matrix that is predicted by the model. The value of the GFI index is affected by the sample size (Tabachnick & Fidell, 2013) in the sense that it rises as the sample increases. Like the CFI, GFI values range between 0 and 1. This study will use values greater than or equal to 0.90 (Bayram, 2013) as indicative of good fit.

Root-Mean-Square Error of Approximation (RMSEA): This is a measure of fit that compares the mean differences of each expected degree of freedom that occurs in a population with each other. RMSEA is used to determine how poorly the model fits the data by taking into account the error approximation. This scale is also affected by the sample size. Whereas a value of 0.05 or less is preferred (Bayram, 2013), values between 0.05 and 0.08 indicate acceptable fit (Byrne, 2010).

The measurement model comprised of seven exogenous variables with a total of twenty one indicator variables which were confirmed. The results in Table 4.19 indicate that all the factor loadings (regression weights) for all the indicators were high enough (above 0.5). Moreover, all the factors were significant at P=0.05. Further, the respective model fits as shown in Figure 4.7 indicated that the model fit statistics were within the acceptable range. These findings were indicative that the first order confirmatory Factor Analysis model adequately fitted data well in this study and was comparable to those obtained in a previous similar study (Ndung'u, 2014).

Assessment of convergent and discriminant validity – being sub categories of construct validity- of the measurement model was also performed. As indicated in Table 4.19, all the regression weights for all the factors were high –above 0.5- (Pansuwong, 2009; Hair *et al.*, 2010) implying that there was convergent validity in the data. Similarly, as shown in Figure 4.1, all the correlations between the exogenous variables were below 0.85 (Hair *et al.*, 2010) implying that discriminant validity was realized. The measurement model in Figure 4.7 revealed that the dependent variable (BH) was multidimensional and through further tests during hypotheses testing appropriate inferences would be made.

Table 4.19: Measurement Model Regression Weights.

| Indicator | Observed Variable | Estimate | S.E. | C.R. | P |
|-----------|---|----------|------|--------|------|
| BW8 | <--- Coworkers political behaviour | .686 | | | |
| BW10 | <--- Coworkers political behaviour | .697 | .107 | 9.812 | *** |
| BW7 | <--- Coworkers political behaviour | .612 | .108 | 8.746 | *** |
| BE7 | <--- Organization political environment | .726 | | | |
| BE5 | <--- Organization political environment | .625 | .087 | 8.923 | *** |
| BH16 | <--- Equity in human resource practices | .736 | | | |
| BH3 | <--- Equity in human resource practices | .743 | .084 | 10.393 | *** |
| BH18 | <--- Equity in human resource practices | .887 | .088 | 13.851 | *** |
| BH19 | <--- Equity in human resource practices | .811 | .081 | 12.904 | *** |
| BK2 | <--- Organization Climate | .770 | | | |
| BK1 | <--- Organization Climate | .694 | .086 | 9.381 | *** |
| BK8 | <--- Organization Climate | .627 | .096 | 8.696 | *** |
| BN10 | <--- Proactive Behaviour | .788 | | | |
| BN12 | <--- Proactive Behaviour | .619 | .243 | 3.168 | .002 |
| BH13 | <--- Equity in human resource practices | .805 | | | |
| BH14 | <--- Equity in human resource practices | .785 | .099 | 9.245 | *** |
| BH24 | <--- Equity in human resource practices | .782 | | | |
| BH23 | <--- Equity in human resource practices | .945 | .084 | 13.076 | *** |
| BS6 | <--- Supervisor political behaviour | .772 | | | |
| BS7 | <--- Supervisor political behaviour | .957 | .113 | 12.024 | *** |

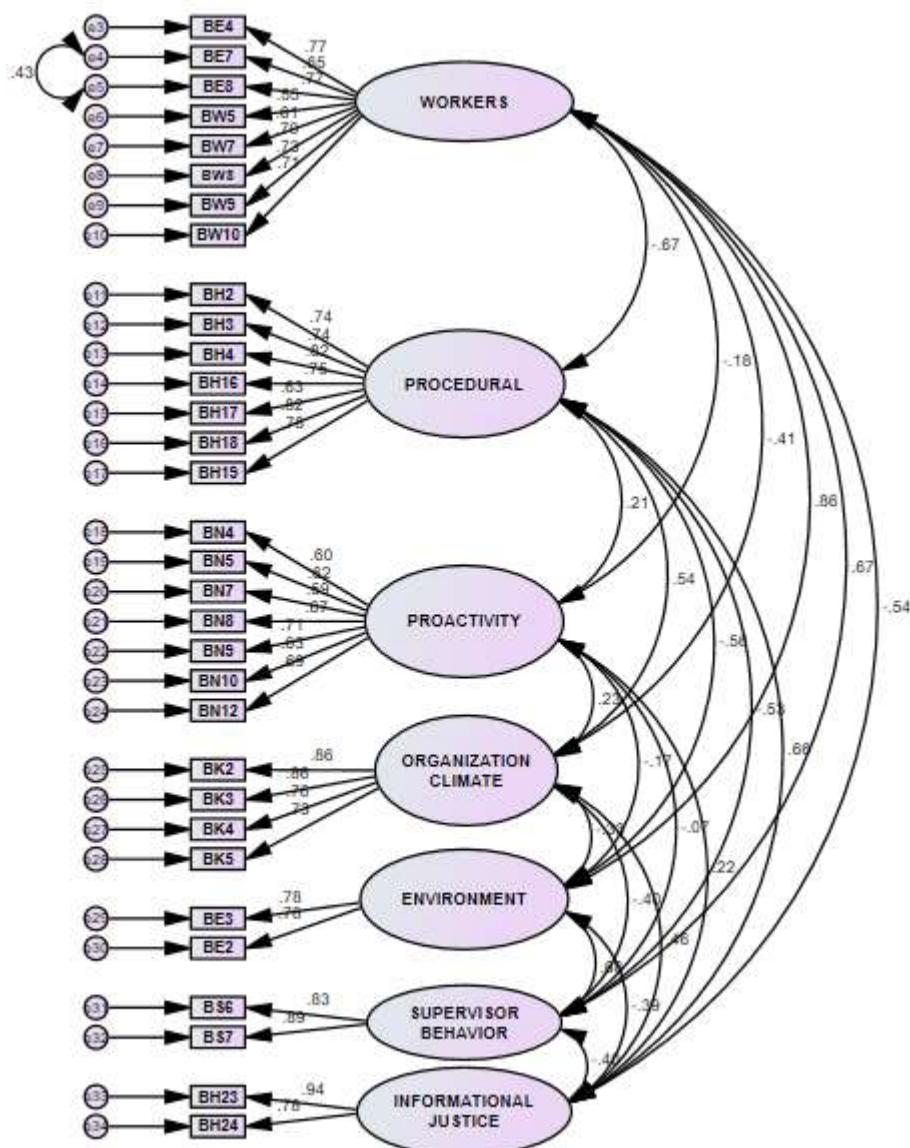


Figure 4.7: Measurement Model

$\chi^2 = 329.6, df, 166; CIMN/DF = 1.98; CFI = 0.93; GFI = 0.90; RMSEA = 0.06;$

P-CLOSE=0.029

4.8 Structural Equation Modelling

Structural Equation Modelling (SEM) also known as Covariance Structure Analysis (CSA) or Covariance Structure Modeling (CSM) is a second generation statistical analysis technique that has been developed to facilitate analysis of interrelationships among many variables in a model. Zainudin (2014) observes that SEM is a more powerful statistical technique which adequately solve the following; confirmatory factor analysis, simultaneous analysis of multiple regression models, analysis regressions with the problem of multi-collinearity, estimating the correlation and covariance in a model and, modeling the inter-relationships among variables in a model.

This study adopted SEM because unlike regression analysis (Zainudin, 2014; Mustafa, 2018) it efficiently measures latent variables which would ordinarily not be measured directly and, it has capacity to measure variables with error. Indeed, all the broad variables of the study were latent in nature and SEM was adopted in our quest to objectively and precisely measure them and report accurate results. Mustafa (2018) explains that SEM besides its benefits also addresses the limitations of regression analysis which assumes no error or mistakes in the measurements of the observed variables are taken into consideration. He further asserted that this approach is a useful method for analyzing highly complex multiple variable models and, reveals direct and indirect relationships between variables.

This study specified the overall structural model of the study based on the CFA measurement model. In this model, the conceptualized predictor variables namely; coworkers' political behavior and organizational political environment and the moderating and mediating variable were all interacted together. The overall structural model shown in Figure 4.9 was then used to explore relationships through further analysis and testing of hypotheses. The results in Table 4.20 indicate that the loadings of most variables -over 90% of the factors- were high (above 0.5) which were significant at $P=0.05$. Moreover, the model fit indices shown in Figure 4.8 indicate that the model generally fitted the data well with most fit indices namely; $CIMN/DF= 2.93$; $CFI= 0.90$; $GFI= 0.90$ and; $RMSEA= 0.08$ falling within the

recommended limits thus indicating good fit (Mustafa, 2018; Hair *et al.*, 2010). The model structural regression equation was determined as follows;

$$Y = 5.6 - 0.66X_1 - 0.55X_2 - 0.56X_3 \dots \text{equation iii}$$

In the above structural regression equation, X_1 = coworker political behaviour, X_2 = supervisor political behaviour and X_3 = organization political environment.

Table 4.20: Overall Structural Model Regression Weights

| Latent Variables | | | Estimate | S.E. | C.R. | P |
|------------------------------------|------|------------------------------------|-----------------|-------------|-------------|----------|
| Workers behaviour | <--- | Organizational climate | -0.865 | .174 | -7.140 | *** |
| Supervisor behavior | <--- | Organizational climate | -0.754 | .185 | -7.156 | *** |
| Organization political environment | <--- | Organizational climate | -0.885 | .184 | -7.465 | *** |
| Proactivity | <--- | Workers behaviour | -0.092 | .112 | -.542 | .588 |
| Proactivity | <--- | Supervisor behavior | -.065 | .070 | -.503 | .615 |
| Proactivity | <--- | Organization Political environment | -0.095 | .111 | -.524 | .600 |
| Equity | <--- | Proactivity | 0.372 | .140 | 3.607 | *** |

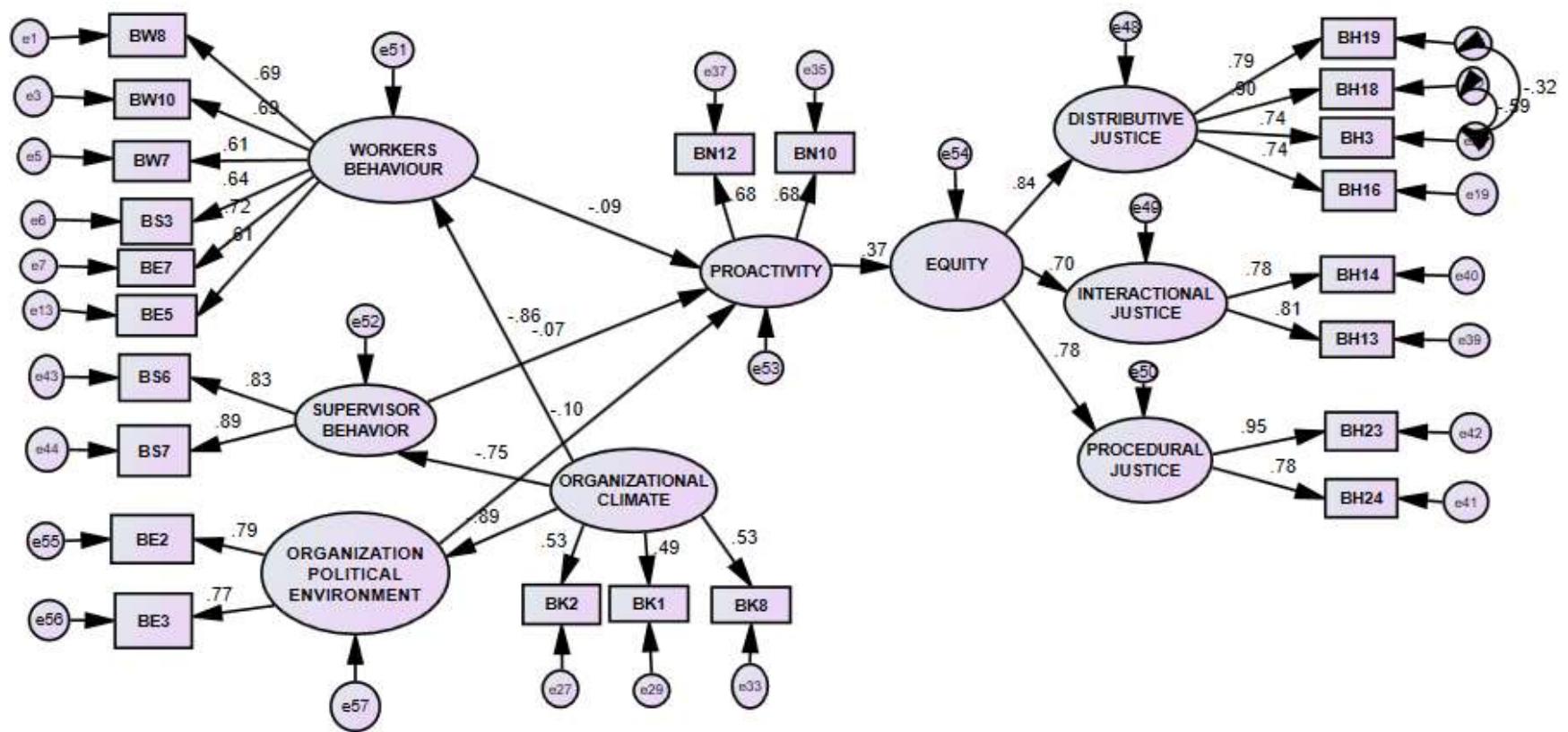


Figure 4.8: Overall Structural Model

CIMN/DF= 2.93; CFI= 0.90; GFI= 0.90; RMSEA= 0.08; P-Close= 0.00

4.9 Analysis of the Broad Variables of the Study

This section provides analysis of the variables of the study in line with the objectives. The variables include, coworkers' political behavior, supervisor political behavior and organization political environment being the predictor variables and, organization climate and proactive behavior being moderating and mediating variables respectively.

4.9.1 Influence of Coworkers' Political Behaviour on Equity in Human Resource Management Practices

The study sought to determine influence of coworkers' political behaviour on equity in human resource management practices in Kenya's public sector. The regression weights -beta coefficients- and model fit indices for the relationship between coworkers' political behavior and equity were assessed and findings reported. The findings in Table 4.21 indicate that the relationship between coworkers political behavior and equity was negative (regression weight -0.7) which was significant at $P=0.05$. Moreover, all the other indicator variables for the latent construct had high loadings which were all significant at $P=0.05$. The model fit indices as shown in Table 4.23 indicate that the model had a good fit since as they ranged within acceptable limits (Bayram, 2013). This scenario is also depicted in Figure 4.9 where the coefficient of the relationship is negative signifying negative influence of coworkers political behavior on equity in human resource management practices.

These findings were consistent to those of previous similar study (Cheong, 2010) who noted that perceptions of political the nature of the environment in which workers executed work duties influenced their behavior and this negatively impacted on performance of public sector organizations. The findings were also consistent with the theoretical underpinnings which pointed out that the perceived political nature of the work environment is an aspect of perceived organizational politics which, in the context of this study was measured by coworkers' political behaviour one of the predictor variables.

Moreover, assessment of indicator variables for the respective latent constructs in the overall structural model indicate that the coworkers' political behaviors were common in Kenya's public sector institutions and, were characterized by among others; cherishing loyalty as opposed to performance (BW8), aligning themselves with authority through impression management tactics (BW10), exerting influence on decisions through membership in informal groups (BW7), preference in the use of informal communication channels and selective communication. The combined interplay of these behavior among public sector employees negatively affected attainment of equity in human resource management practices in Kenya's Public sector.

In conformity to the theoretical underpinnings and empirical literature (Jiang *et al.*, 2012; Holtz, 2013 & Nina *et al.*, 2011) the concept of equity is multidimensional and encompasses four aspects of organizational justice namely; procedural justice, informational justice, interactional justice and distributive justice. The modelling of equity as shown in Figure 4.9 conformed to this criteria and its multidimensionality had three aspects of organizational justice including; distributive justice, procedural justice and interactional justice. Analysis of the relationship between workers' political behaviour and the three dimensions of equity revealed consistent results. As shown in Table 4.21 and Figure 4.9, coworkers' political behaviour had a negative relationship with all the aspects of equity in human resource management practices implying that the overall negative relationship between coworkers' political behaviour and equity in human resource management practices was not only significant but also exhaustive since the model fit indices indicated goodness of fit.

From this analysis, it can be observed that a combination of workers' perceptions and hitherto political behaviour influenced human resource decisions through pressure by informal groupings, use of informal channels of communication, employment of impression management tactics, edging out competition on ground of being disloyal to authority and exercise of independent mind in thought and decision making. These had a destructive influence towards attainment of equity in human resource management practices Kenya's public sector. These findings were consistent to those of previous similar studies (Kassra, 2015; Kwok & Alk, 2016 & Rosen, *et al.*, 2011),

further supporting the theoretical position that perceived organization politics mostly negatively affected all forms of organizational justice and outcomes.

Table 4.21: Coworkers' political behaviour Regression Weights

| Indicator | | Latent Variable | Estimate | S.E. | C.R. | P |
|-----------------------|-----|--------------------------------|----------|------|--------|-----|
| Equity | <-- | Coworkers' political behaviour | -.666 | .086 | -7.374 | *** |
| Distributive_justice | <-- | Coworkers' political behaviour | -.888 | 0.19 | 4.673 | |
| Interactional_justice | <-- | Coworkers' political behaviour | -.667 | .108 | 7.290 | *** |
| Procedural_justice | <-- | Coworkers' political behaviour | -.749 | .108 | 7.495 | *** |

Table 4.22: Model Fit Indices for Influence of Coworkers' political Behaviour on Equity in Human Resource Management Practices

| Model | CFI | GFI | RMSEA | P CLOSE | CMIN/DF |
|--------------------|------|------|-------|---------|---------|
| Default model | 0.94 | 0.92 | 0.07 | 0.03 | 2.449 |
| Saturated model | 1.00 | 1.00 | - | - | - |
| Independence model | 0.00 | 0.35 | 0.26 | 0.00 | 19.03 |

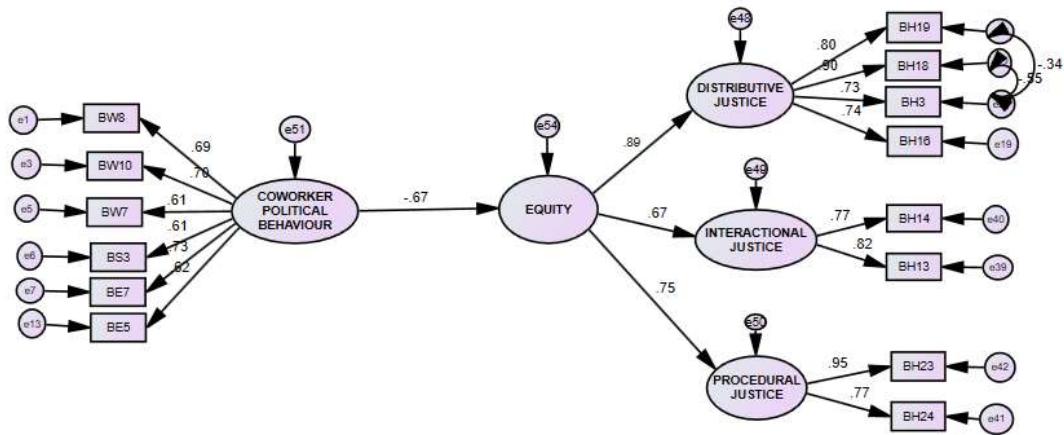


Figure 4.9: Model for Relationship between Coworkers political behavior and Equity

4.9.2 Analysis of Influence of Supervisor Political Behavior on Equity in Human Resource Practices

The second objective of this study was to establish influence of supervisor political behavior on equity in human resource practices in Kenya's Public sector. The results in Table 4.23 indicate that supervisor political behavior had a negative influence on equity in human resource practices (regression weight, -0.6) and this influence was significant at P=0.05. All the respective indicator regression weights had high loadings (above 0.5) implying presence of convergent validity. Further, the results as inferred from Table 4.24 reveals that the model fit indices indicated goodness of fit since the values of the respective indices were within the acceptable limits (Bayram, 2013). Further, as shown in Figure 4.10, the relationship coefficient was negative (-.55) and this further validated the above findings that supervisor political behavior negatively influenced equity in human resource practices.

Nihat, Samet and Ozgur (2016) studying on Effects of Organizational Politics on Perceived Organizational Justice and Intention to Leave found out that supervisor behavior led to unfair decisions that forced some employees to express intention to leave. The study further found that supervisor engineered organizational politics significantly affected organizational justice and intention to leave. Further analysis of

supervisor political behavior indicator variables revealed that they all loaded highly (above 0.5) signifying presence of convergent validity. Moreover, from the indicator variables, it was observed that supervisors in Kenya's public sector exhibited political behavior characterized by; using members of the in- group to push ideas and agenda of supervisors for own benefit (BS6) and rewarding loyalty irrespective of performance (BS7). This behaviour negatively influenced attainment of equity in human resource management practices in Kenya's Public sector. Regarding the nature of influence of supervisor political behavior and the dimensions of equity, the results in Table 4.23 and that Beta coefficients were negative and this further validated the earlier findings that supervisor political behavior had destructive influence on equity in human resource management practices.

Table 4.23: Regression Weights for Relationship between Supervisor Behavior and Equity

| | | | Estimate | S.E. | C.R. | P |
|-----------------------|----|---------------------|----------|------|--------|-----|
| Equity | <- | Supervisor behavior | -.554 | .059 | -6.266 | *** |
| Distributive justice | <- | Supervisor behavior | .885 | .166 | 7.301 | *** |
| Interactional justice | <- | Supervisor behavior | .666 | .140 | 6.921 | *** |
| Procedural justice | <- | Supervisor behavior | .751 | .113 | 8.646 | *** |

Table 4.24: Model Fit Indices for Influence of Supervisor Political Behavior on Equity in Human Resource Management Practices

| Model | CFI | GFI | RMSEA | P CLOSE | CMIN/DF |
|--------------------|------|------|-------|---------|---------|
| Default model | 0.95 | 0.90 | 0.08 | 0.00 | 3.42 |
| Saturated model | 1.00 | 1.00 | - | - | - |
| Independence model | 0.00 | 0.37 | 0.33 | 0.00 | 19.03 |

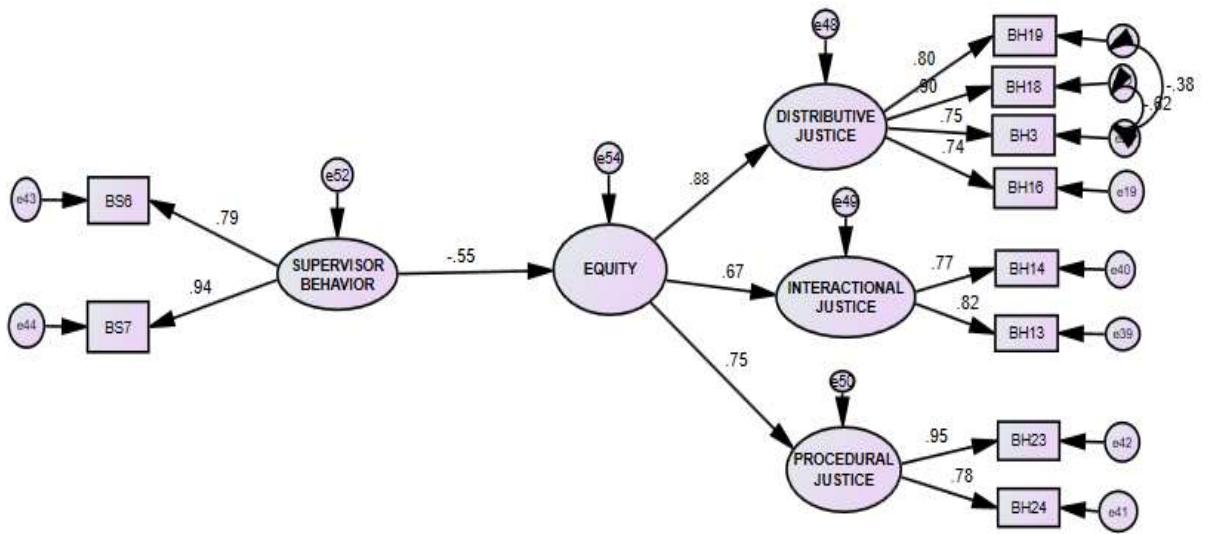


Figure 4.10: Supervisor Behavior and Equity Model

4.9.3 Influence of Organization Political Environment on Equity in Human Resource Management Practices

The third objective of this study was to assess influence of organization political environment on equity in human resource management practices. The results in Table 4.25 and Figure 4.11 show that organization political environment negatively influenced (regression weight -0.56) equity in human resource management practices. Further, it was also found that organization political environment was negatively related to the dimensions of equity in human resource management practices.

Respondents further noted that the organizational political environment in Kenya's public sector institutions was characterized by; undue influence from 'other quarters', success through having the right connections and success through purposeful communication. This implies that the organization's political environment was found not supportive to the attainment of equity in human resource management practices.

Table 4.25: Organization Political Environment Regression weights.

| Dependent variable | Predictor variable | Estimate | S.E. | C.R. | P |
|-----------------------|---------------------------------------|----------|------|--------|-----|
| Equity | <- Organization political environment | -0.56 | .019 | -4.216 | *** |
| Distributive justice | <- Organization political environment | -0.57 | .266 | 7.301 | *** |
| Interactional justice | <- Organization political environment | -0.53 | .140 | 5.232 | *** |
| Procedural justice | <- Organization political environment | -0.61 | .216 | 4.224 | *** |

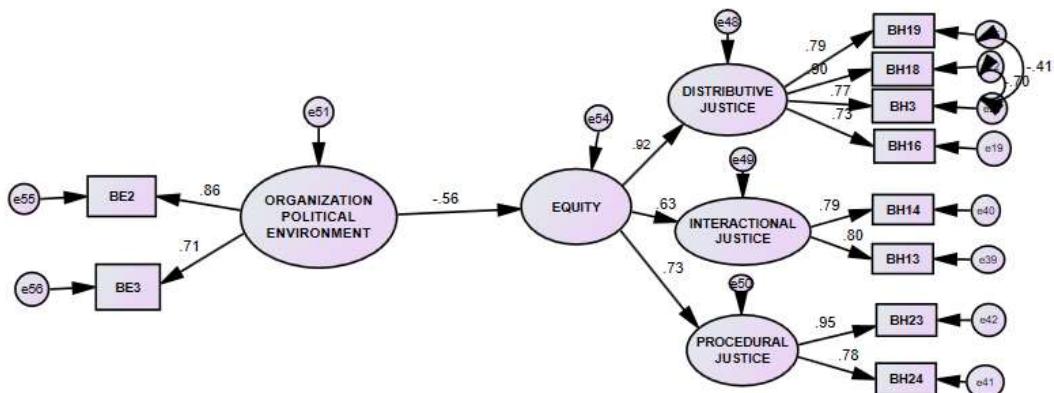


Figure 4.11: Model for political organization environment equity relationship

4.9.4 Analysis of Mediation Effect of Proactive behavior.

In line with the fourth objective of this study, proactive work behavior was envisaged to have a mediating effect on the relationship between perceived organization politics and equity in human resource management practices. This study used path analysis through bootstrapping approach. This was preferred because it

had the ability to know the type of mediation-whether full, partial or no mediation-and allowed the researcher to modify the causal path in the model to suit the prevailing circumstamces. This approach involved scientifically subjecting the moderator to the structural model and assess the change in coefficients of the entire model.

According to this approach, mediation occurred if the following conditions were fulfilled; first the direct relationship between the predictor variable and the dependent variable must be significant, then the beta coefficient of this relationship must reduce upon the entry of the mediator become insignificant while the indirect relationship between the mediator and dependent variable becomes significant and, the products of the coefficients of the indirect relationship must be greater than the coefficient of the relationship between the predictor variable and the dependent variable after mediation.

(i) Mediation Effect of Proactive behavior on Cowokers' political behavior and equity in human resource management practices

The findings in Table 4.26 indicate that the Beta coefficient (β_0) for the direct relationship between coworkers' political behaviour and equity in human resource management practices before mediation was -0.67 which was significant at 5% level of significance. After mediation as shown in Table 4.27 this coefficient (β_2) marginally increased and remained significant at 5% and the other Beta coefficients (β_3) and (β_4) relating to coworkers political behaviour and equity and, proactivity and equity respectively were not significant. This was summarized as follows; $\beta_2 > \beta_0$ and, β_2 remained significant at $P=0.05$ and, β_3, β_4 were not significant at $P=0.05$. These findings implied that proactive behavior did not have mediation effect on the relationship between coworkers' political behavior and equity in human resource management practices.

Table 4.26: Coworkers' political behavior Beta Coefficient Before Mediation

| | | | Estimate | S.E. | C.R. | P |
|--------|------|--------------------------------|----------|------|------|-----|
| Equity | <--- | Coworkers' political behaviour | -.666 | .086 | -7.4 | *** |

Table 4.27: Coworkers' political behavior Beta Coefficients After Mediation

| | | | Estimate | S.E. | C.R. | P |
|---------------------|------|----------------------|-----------|-------|------|------------|
| Proactive behaviour | <--- | Coworkers' behaviour | political | -.056 | .063 | -.693 .488 |
| Equity | <--- | Proactivity | | .245 | .113 | 2.665 .008 |
| Equity | <--- | Coworkers' behaviour | political | -.653 | .084 | -7.423 *** |

(ii) Mediation Effect of Proactive behavior on Cowokers' political behavior and equity in human resource management practices

Being the second predictor variable of this study, the mediating effect of proactive behavior on the relationship between supervisor political behavior and equity in human resource management was also explored. The findings in Table 4.28 indicate that the Beta coefficient for initial direct relationship between supervisor political behavior and equity in human resource management practices before mediation was -0.55 which was significant at 5% level of significance. As shown in Table 4.29 the coefficient of this relationship increased after mediation to -0.53 and remained significant with the other coefficients becoming insignificant at 5% level of significance. This shows that none of the conditions for mediation were fulfilled implying that proactive behavior did not have mediating effect on the relationship between supervisor political behavior and equity in human resource management practices.

Table 4.28: Supervisor Political Behaviour Beta Coefficients Before Mediation

| | | | Estimate | S.E. | C.R. | P |
|--------|------|--------------------------------|----------|------|--------|-----|
| Equity | <--- | Supervisor political behaviour | -.55 | .065 | -6.972 | *** |

Table 4.29: Supervisor Political Behaviour Beta Coefficients After Mediation

| | | | | Estimate | S.E. | C.R. | P |
|---------------------|------|----------------------|-----------|----------|------|--------|------|
| Proactive behaviour | <--- | Supervisor behaviour | political | -.070 | .050 | -.874 | .382 |
| Equity | <--- | Proactive behaviour | | .254 | .119 | 2.818 | .005 |
| Equity | <--- | Supervisor behaviour | political | -.534 | .064 | -6.947 | *** |

(iii)Mediation Effect of Proactive behavior on organization political environment and equity in human resource management practices

Consistent with the third objective of this study, the mediation effect of proactive behavior on organization political environment as related to equity in human resource management practices was also explored. The findings in table 4.30 indicate that before mediation, the beta coefficient for the direct relationship between the predictor variable and predictor variable was -.56 which was significant at 5% level of significance. After mediation, this coefficient increased to -.55 and remained significant with the respective coefficients for the indirect relationship being insignificant. From the findings, in table 4.31 the conditions for mediation were not fulfilled implying that proactive behavior did not have a mediating effect on the relationship between organization political environment and equity in human resource management.

In overall, since none of the predictor variables was found to be mediated by proactive behavior, the study concluded that there was no mediation effect of proactive behavior on the relationship between perceived organization politics and equity in human resource management practices.

Table 4.30:Organization political environment Beta coefficient before mediation

| | | | | Estimate | S.E. | C.R. | P |
|--------|------|------------------------------------|--|----------|------|--------|-----|
| Equity | <--- | Organization political environment | | -.56 | .063 | -6.972 | *** |

Table 4.31:Organization political environment Beta coefficient After mediation

| | | | | Estimate | S.E. | C.R. | P |
|---------------------|------|--------------------------|-----------|----------|------|--------|------|
| Proactive behaviour | <--- | Organization environment | political | -.053 | .066 | -.679 | .368 |
| Equity | <--- | Proactivity | | .235 | .109 | 3.645 | .018 |
| Equity | <--- | Organization environment | political | -.55 | .079 | -6.962 | *** |

4.9.5 Analysis of Moderation effect of Organization Climate

Consistent with the fifth objective of the study, organization climate was envisaged to moderate the relationship between perceived organization politics and equity in human resource management practices. In order to establish whether organization climate had moderating effect analysis was conducted on each the predictor variable of the study. The study used multi group confirmatory factor analysis (MG-CFA) approach to analyse the moderation effect of organization climate. According to this approach, moderation occurred if the difference of chi-square value of the constrained model and unconstrained model was greater than 3.84 which is the chi-square value at one degree of freedom at 5% significance level.

(i) Analysis of Moderation effect of Organization Climate on the relationship between coworkers' political behavior and equity in human resource management practices.

Consistent with the fifth objective of this study, this study analysed whether organization climate moderated the relationship between coworkers' political behavior and equity in human resource management practices. The findings in Table 4.32 indicate that difference in the chi square value of the constrained and unconstrained model was 82.6 and, the difference in the degrees of freedom was 1. Since this value was greater than 3.84 being the chi-square value at 1 degree of freedom at 5% significance level, organization climate moderated the relationship

between coworkers' political behavior and equity in human resource management practices.

Table 4.32: Coworkers' political Behaviour moderation Model

| Constrained Model | Unconstrained Model | Chi-square difference | Result on moderation | Comment |
|-------------------------|---------------------|-----------------------|----------------------|-------------|
| Chi-Square | 316.7 | 234.1 | 82.6 | Significant |
| Degrees of Freedom (Df) | 112 | 111 | 1 | |

(ii) Analysis of Moderation effect of Organization Climate on the relationship between supervisor political behavior and equity in human resource management practices.

The effect of organization climate on the relationship between supervisor political behavior and equity in human resource management practices was also conducted by comparing the change of the chi-square values of constrained and unconstrained model. The findings in table 4.33 indicate that the difference in the chi-square value was 86.2 at 1 degree of freedom, 5% significance level. This value was greater than 3.84 implying that organization climate had a moderating effect on the relationship between supervisor political behavior and equity in human resource management practices.

Table 4.33: Supervisor Political Behaviour Moderation Model

| Constrained Model | Unconstrained Model | Chi-square difference | Result on moderation | Comment |
|---------------------------------------|---------------------|-----------------------|----------------------|--------------------------|
| Chi-Square Degrees of Freedom (Df) | 224.7 58 | 138.5 57 | 86.2 1 | Significant Supported |

(iii) Analysis of Moderation effect of Organization Climate on the relationship between organization political environment and equity in human resource management practices.

Similarly, the effect of organization climate on the relationship between organizational political environment and equity in human resource management practices was also explored. The findings in Table 4.34 show that the difference in the chi square value between the constrained and unconstrained model was 74 and, the difference in the degrees of freedom was 1. Since the difference in the chi-square value was greater than 3.84, organization climate moderated the relationship between organizational political environment and equity in human resource management practices.

Table 4.34: Organizational Political Environment Moderation Model

| | Constrained Model | Unconstrained Model | Chi-square difference | Result on moderation | Comment |
|--------------------|-------------------|---------------------|-----------------------|----------------------|-----------|
| Chi-Square | 215.6 | 141.6 | 74 | Significant | Supported |
| Degrees of Freedom | 61 | 60 | 1 | | |
| (Df) | | | | | |

(iv) Analysis of Overall Moderation effect of Organization Climate on the relationship between Perceived Organization Politics and equity in human resource management practices.

The overall moderation model was developed by simultaneously interacting all the predictor variables with organization climate as a moderator. The findings in Table 4.35 indicate that the difference in the chi-square values and degrees of freedom of the constrained and unconstrained model was 89.1 and 1 respectively. This was greater than 3.84 implying that organization climate moderated the relationship between perceived organizational politics and equity in human resource management practices. Further the results are supported by the findings in Figure 4.12 which validated the assertion that organization climate had a moderating effect on the relationship between organization climate and equity in human resource management practices.

Table 4.35: Overall Moderation Model

| | Constrained Model | Unconstrained Model | Chi- square | Result on moderation difference | Result on Hypothesis |
|-----------------------|------------------------------|--------------------------------|------------------------|--|---------------------------------|
| Chi-Square | 379.4 | 290.3 | 89.1 | Significant | Supported |
| Degrees of Freedom | 43 | 41 | 2 | | |
| (Df) | | | | | |

4.10 Hypotheses testing

This study had a total of five hypotheses that were based on the objectives. Consistent with the objectives, the first objective entailed determining influence of coworkers' political behavior on equity in human resource management practices.

(i) Testing influence of Coworkers' political behavior on equity in human resource management practices

The first hypothesis that was tested therefore read as follows;

H₀₁: Co-workers' political behaviour positively influence equity in human resource management practices in Kenya's public Sector.

The results in Table 4.36 shows that there was a negative (regression weight = -0.67) relationship between coworkers' political behaviour and equity in human resource management practices. Therefore H₀₁ was rejected. This was further supported by the scientific generation of the model relationship shown in Figure 4.12 and the accompanying model fit indices which were all within acceptable range. The model was significant at 95% level of significance since P< 0.05. The study therefore concluded that based on the data of this study, *coworkers'political behaviour negatively influenced equity in human resource management practices in Kenya's public sector.*

Table 4.36: Testing causal Effect of Coworkers' Political Behaviour on Equity in Human Resource Management Practices

| | | | Estimate | S.E. | C.R. | P |
|--------|------|--------------------------------|----------|------|------|-----|
| Equity | <--- | Coworkers' political behaviour | -.666 | .086 | -7.4 | *** |

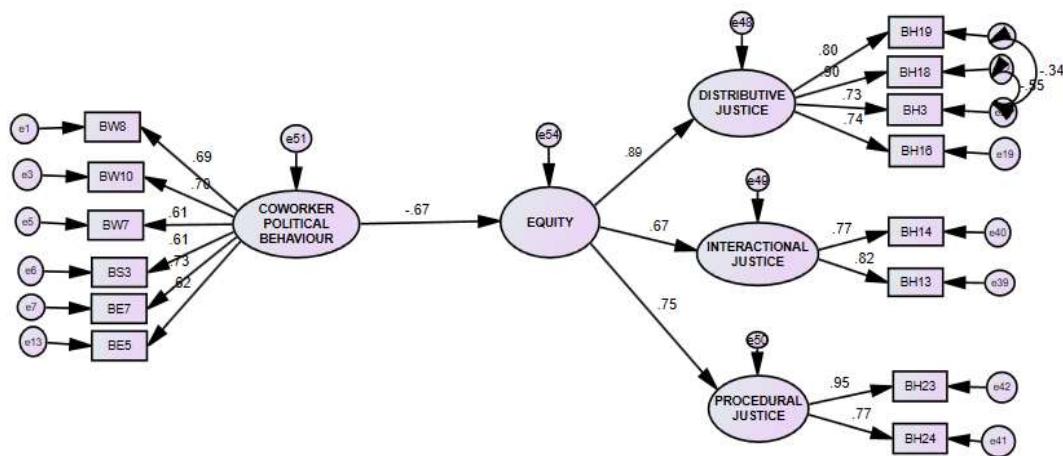


Figure 4.12: Model for Testing Hypothesis –Coworkers' political behaviour Versus Equity

CIMN/DF= 2.49; CFI= 0.94; GFI= 0.92; RMSEA= 0.07; P-Close= 0.03

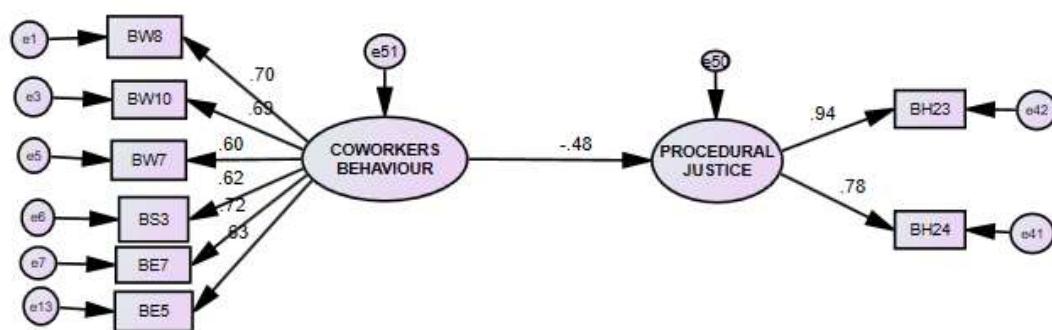
Since equity construct was multidimensional, three sub hypotheses each relating to procedural justice; interactional justice and distributive justice were tested as follows;

H_{0I(a)} Coworkers' political behaviour positively influence procedural justice being as aspect of equity in human resource management practices in Kenya's Public Sector.

The results in Table 4.37 and Figure 4.13 indicate that there was a negative (regression weight= -0.48) relationship between workers'-environment and procedural justice as related to human resource practices. Therefore, **H_{0I(a)}** was rejected. The model fit indices for the model in Figure 4.13 were within the acceptable limits implying goodness of fit. Further, the model relationship was significant at 5% level of significance since P< 0.05. The study therefore concluded that based on the data of this study, *coworkers' political behaviour negatively influenced procedural justice being an aspect of equity in human resource management practices in Kenya's Public Sector*.

Table 4.37: Testing causal Effect of Coworkers' Political Behaviour on Procedural Justice

| | | Estimate | S.E. | C.R. | P |
|-------------------------|--------------------------------|----------|------|--------|-----|
| Procedural justice <--- | Coworkers' political behaviour | -.482 | .090 | -5.494 | *** |



CIMN/DF= 2.14; CFI= 0.97; GFI= 0.97; RMSEA= 0.07; P-Close= 0.16

Figure 4.13: Model for Testing Hypothesis Coworkers' Political Behaviour Versus Procedural Justice

The second sub- hypothesis that was tested read as follows;

H_{0I(b)}: Coworkers' political behaviour positively influenced Distributive justice being an aspect of equity in human resource management practices in Kenya's Public Sector.

The results in Table 4.38 indicate that there was a negative (regression weight= -0.63) relationship between coworkers' political behaviour and distributive justice as related to human resource practices. Therefore, **H_{0I(b)}** was rejected. The model fit indices for the model in Figure 4.14 were within the acceptable limits implying goodness of fit. Further, the model was significant at 95% level of significance since P< 0.05. The study therefore concluded that based on the data of this study, *coworkers' political behaviour negatively influenced distributive justice being an aspect of equity in human resource management practices in Kenya's Public Sector*.

Table 4.38: Testing causal Effect of Coworkers' political behaviour on Distributive Justice

| | | | Estimate | S.E. | C.R. | P |
|----------------------|------|--------------------------------|----------|------|--------|-----|
| Distributive Justice | <--- | Coworkers' political behaviour | -.629 | .089 | -7.606 | *** |

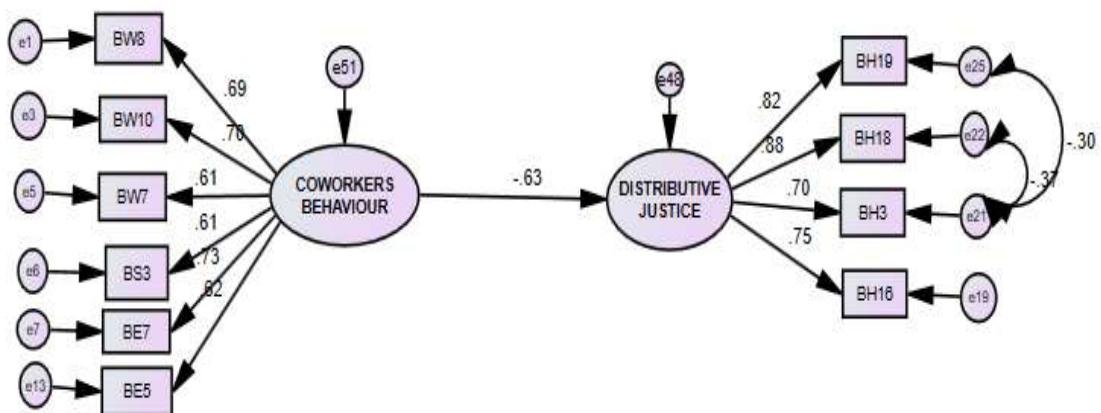


Figure 4.14: Model for Testing Hypothesis - Coworkers' political behaviour Versus Distributive Justice

CIMN/DF= 2.28; CFI= 0.96; GFI= 0.95; RMSEA= 0.07; P-Close= 0.06

The third sub- hypothesis that was tested read as follows;

H_{0I(c)}: Coworkers' political behaviour positively influenced interactional justice being an aspect of equity in human resource management practices in Kenya's Public Sector.

The results in Table 4.39 show that there was a negative (regression weight= -0.36) relationship between Coworkers' political behaviour and interactional justice as related to human resource practices. Therefore, ***H_{0I(c)}*** was rejected. The model fit indices for the model in Figure 4.15 were within the acceptable limits signifying goodness of fit. Further, the model was significant at 95% level of significance since P< 0.05. The study therefore concluded that based on the data of this study, *Coworkers' political behaviour negatively influenced interactional justice being an aspect of equity in human resource management practices in Kenya's Public Sector.*

Table 4.39: Testing causal Effect of Coworkers' political behaviour on Interactional Justice in Human Resource Practices

| | | Estimate | S.E. | C.R. | P |
|-----------------------|------------------------------------|----------|------|--------|-----|
| Interactional Justice | <-- Coworkers' political behaviour | -.356 | .095 | -5.132 | *** |

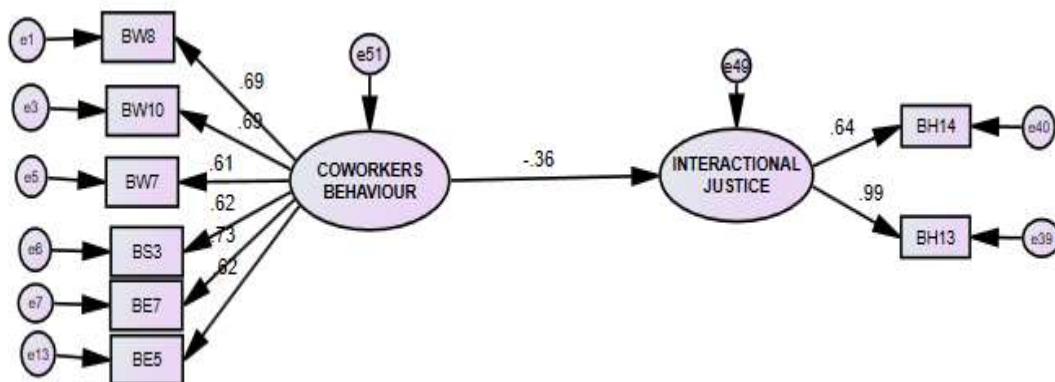


Figure 4.15: Model for Testing Hypothesis - Coworkers' political behaviour Versus Interactional Justice

CIMN/DF= 1.90; CFI= 0.97; GFI= 0.97; RMSEA= 0.06; P-Close= 0.281

(ii) Testing effect of Supervisor political behavior on Equity in Human Resource Management practices

Consistent with the objectives of this study, the Second hypothesis tested read as follows;

H₀₂: Supervisor political behavior positively influences equity in human resource management practices in Kenya's public Sector.

The results in Table 4.40 shows that there was a negative (regression weight = -0.55) relationship between supervisor political behavior and equity in human resource practices. Therefore *H₀₂* was rejected. This was supported by the scientific generation of the relationship model shown in Figure 4.16 and the accompanying model fit indices which were all within acceptable range. The model was significant at 5% level of significance since P< 0.05. The study therefore concluded that based on the data of this study, *supervisor political behavior negatively influenced equity in human resource management practices in Kenya's Public Sector.*

Table 4.40: Testing causal Effect of Supervisor Political Behavior on Equity in Human Resource Management Practices

| | | | Estimate | S.E. | C.R. | P |
|--------|------|-------------------------------|----------|------|--------|-----|
| Equity | <--- | Supervisor Political Behavior | -.550 | .065 | -6.972 | *** |

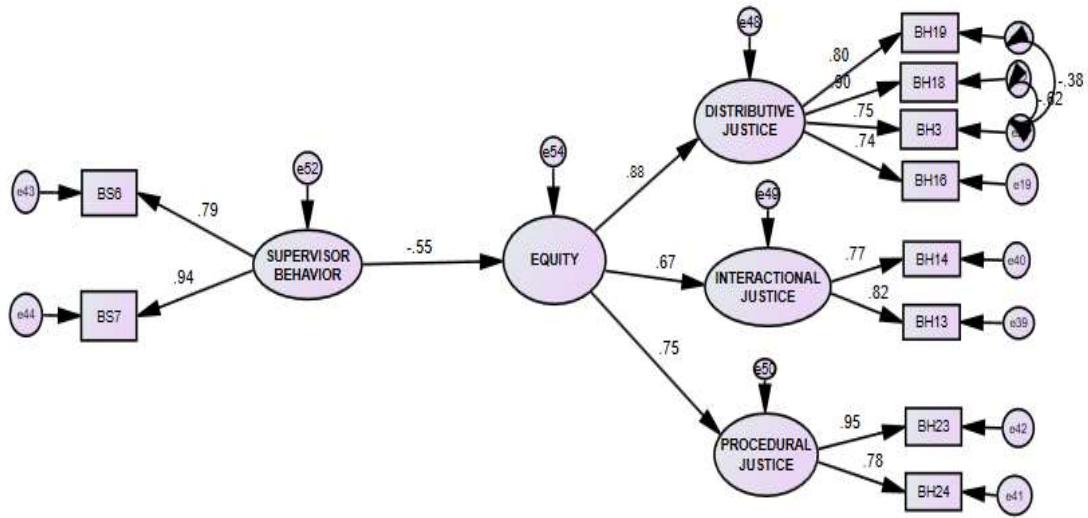


Figure 4.16: Model for Testing Hypothesis – Supervisor Political behavior Versus Equity in Human Resource Management Practices

CIMN/DF= 3.42; CFI= 0.95; GFI=0.93; RMSEA= 0.08; P-Close= 0.00

The causal relationship of Supervisor political behaviour was also tested on the three dimensions of equity. Three sub-hypotheses each relating to procedural justice; interactional justice and distributive justice were therefore tested as follows;

H_{02(a)}: *Supervisor political behaviour positively influences procedural justice being as aspect of equity in human resource management practices in Kenya's Public Sector.*

The results in Table 4.41 indicate that there was a negative (regression weight= -0.41) relationship between supervisor political behavior and procedural justice. Therefore, **H_{02(a)}** was rejected. The model fit indices for the model in Figure 4.17 were within the acceptable limits implying goodness of fit. Further, the model was significant at 95% level of significance since P< 0.05. The study therefore concluded that based on the data of this study, *supervisor political behavior negatively influenced procedural justice being as aspect of equity in human resource management practices in Kenya's Public Sector.*

Table 4.41: Testing causal Effect of Supervisor Political Behavior on Procedural Justice

| Indicator | Latent Variable | Estimate | S.E. | C.R. | P |
|------------|---------------------------------|----------|------|--------|-----|
| Procedural | | | | | |
| Justice | < Supervisor Political Behavior | -.413 | .073 | -5.166 | *** |

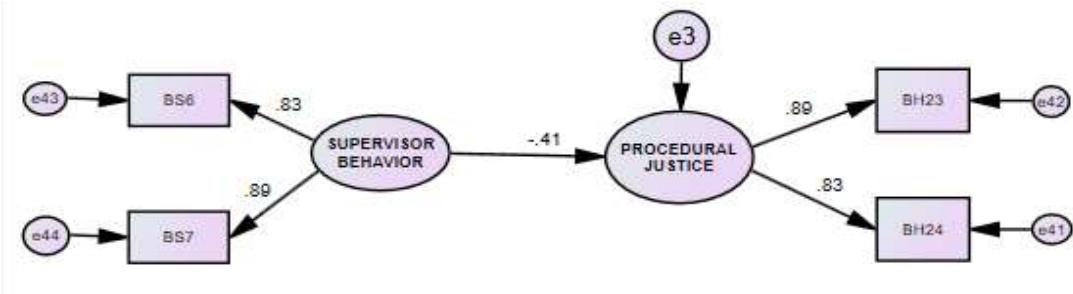


Figure 4.17: Model for Testing Hypothesis –Supervisor Political Behavior and Procedural Justice

CIMN/DF= 0.025; CFI= 1.00; GFI= 1.00; RMSEA= 0.00; P-Close= 0.91

The second sub hypothesis read;

***H*_{02(b)}:** Supervisor political behaviour positively influence distributive justice being an aspect of equity in human resource management practices in Kenya's Public Sector.

The results in Table 4.42 and Figure 4.18 indicate that there was a negative (regression weight= -0.52) relationship between supervisor political behaviour and distributive justice as related to human resource practices. Therefore, ***H*_{02(b)}** was rejected. The model fit indices for the model as shown in Figure 4.18 were within the acceptable limits implying goodness of fit. Further, the model was significant at 5% level of significance since P< 0.05. The study therefore concluded that; based on the

data of this study, *supervisor political behaviour negatively influenced distributive justice being an aspect of equity in human resource management practices in Kenya's Public Sector.*

Table 4.42: Testing causal Effect of Supervisor Political Behavior on Distributive Justice

| | | | Estimate | S.E. | C.R. | P |
|----------------------|------|-------------------------------|----------|------|--------|-----|
| Distributive_Justice | <--- | Supervisor political behavior | -.521 | .069 | -7.215 | *** |

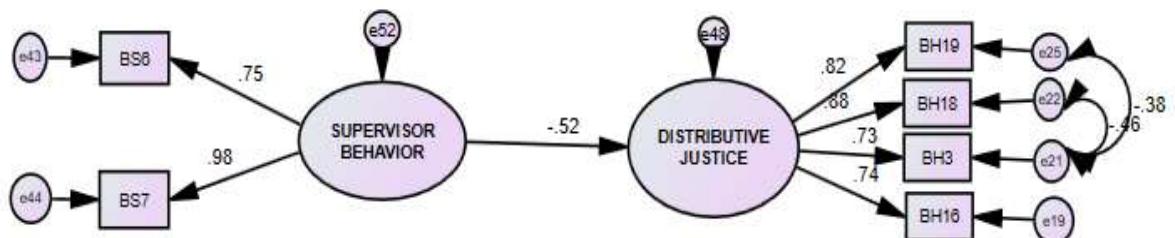


Figure 4.18: Model for Testing Hypothesis –Supervisor Political Behavior and Distributive Justice

CIMN/DF= 3.68; CFI= 0.98; GFI= 0.97; RMSEA= 0.08; P-Close= 0.03

H_{02(c)}: Supervisor political behaviour positively influences interactional justice being an aspect of equity in human resource management practices in Kenya's Public Sector.

The results in Table 4.43 show that there was a negative (regression weight= -0.30) relationship between supervisor political behavior and interactional justice as related to human resource practices. Therefore, **H_{02(c)}** was rejected. The model fit indices for the model in Figure 4.19 were within the acceptable limits implying goodness of fit. Further, the model was significant at 5% level of significance since P< 0.05. The

study therefore concludes that based on the data of this study, *supervisor political behavior negatively influenced interactional justice being an aspect of equity in human resource management practices in Kenya's Public Sector.*

Table 4.43: Testing causal Effect of Supervisor Political Behavior on Interactional Justice

| | | | Estimate | S.E. | C.R. | P |
|--------------------------|------|-------------------------------------|----------|------|--------|-----|
| Interactional Justice | <--- | Supervisor Political Behavior | -.30 | .076 | -4.499 | *** |

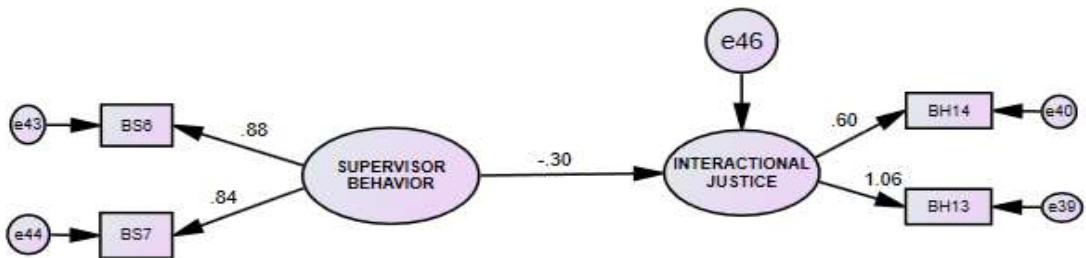


Figure 4.19: Model for Testing Hypothesis –Supervisor Political Behavior and Interactional Justice

CIMN/DF= 1.68; CFI= 1.00; GFI= 1.00; RMSEA= 0.05; P-Close= 0.34

(iii)Testing influence of Organization Political Influence on Equity in Human Resource Management Practices

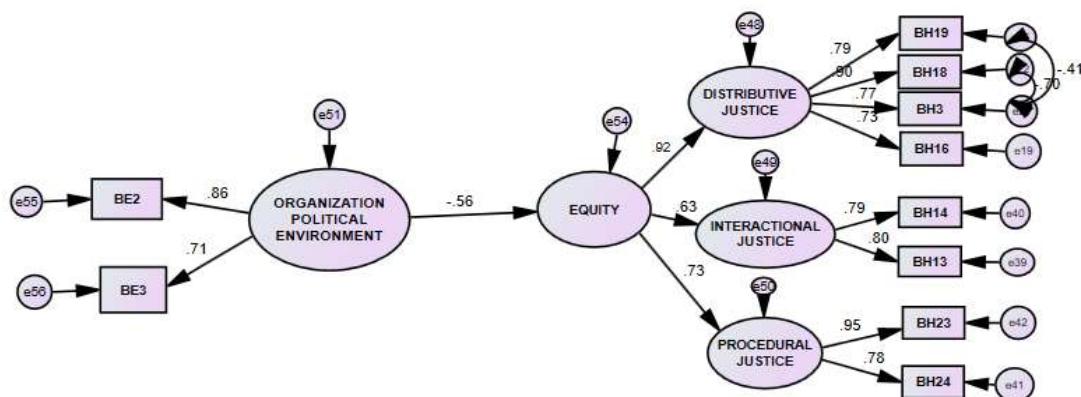
Consistent with the third objective of this study, the study tested influence of organization political environment on equity in human resource management practices. The hypothesis that was tested read as follows;

H₀₃: Organization political environment positively influences equity in human resource management practices in Kenya's Public Sector.

The results in Table 4.44 show that there was a negative (regression weight= -0.56) relationship between organization political environment and equity human resource management practices. Therefore, H_{03} was rejected. The model fit indices for the model in Figure 4.20 were within the acceptable limits implying goodness of fit. Further, the model was significant at 5% level of significance since $P < 0.05$. The study therefore concludes that based on the data of this study, *Organization political environment negatively influenced equity in human resource management practices in Kenya's Public Sector.*

Table 4.44: Testing causal Effect of Organization political environment on Equity in Human Resource Management Practices

| | | Estimate | S.E. | C.R. | P |
|--------|---------------------------------------|----------|------|--------|-----|
| Equity | <- Organization political environment | -0.56 | .019 | -4.216 | *** |



$CIMN/DF = 2.18$; $CFI = 0.96$; $GFI = 1.00$; $RMSEA = 0.06$; $P\text{-Close} = 0.04$

Figure 4.20: Model for testing hypothesis- Organization Political Environment and Equity

The sub-hypotheses tested were as follows;

H_{03(a)}: *Organization political environment positively influences procedural justice being an aspect of equity in human resource management practices*

The results in Table 4.45 show that there was a negative (regression weight= -0.61) relationship between organization political environment and procedural justice as related to equity human resource management practices. Therefore, **H_{03(a)}** was rejected. The model fit indices as shown in Figure 4.20 were within the acceptable limits implying goodness of fit. Further, the model was significant at 5% level of significance since P< 0.05. The study therefore concludes that based on the data of this study, *Organization political environment negatively influenced procedural justice being an aspect of equity in human resource management practices in Kenya's Public Sector.*

Table 4.45: Testing causal Effect of Organization Political Environment on Procedural Justice

| | | | Estimate | S.E. | C.R. | P |
|--------------------|----|------------------------------------|----------|------|-------|-----|
| Procedural justice | <- | Organization political environment | -0.61 | .216 | 4.224 | *** |

H_{03(b)}: *Organization political environment positively influences distributive justice being an aspect of equity in human resource management practices in Kenya's Public Sector.*

The results in Table 4.46 show that there was a negative (regression weight= -0.57) relationship between organization political environment and distributive justice as related to equity human resource management practices. Therefore, **H_{03(b)}** was rejected. The model fit indices as shown in Figure 4.20 were within the acceptable limits implying goodness of fit. Further, the model was significant at 5% level of significance since P< 0.05. The study therefore concludes that based on the data of this study, *organization political environment negatively influenced distributive justice being an aspect of equity in human resource management practices in Kenya's Public Sector.*

Table 4.46: Testing causal Effect of Organization Political Environment on Distributive Justice

| | | | Estimate | S.E. | C.R. | P |
|----------------------|----|------------------------------------|----------|------|-------|-----|
| Distributive justice | <- | Organization political environment | -0.57 | .266 | 7.301 | *** |

$H_{03(c)}$: *Organization political environment positively influences interactional justice being an aspect of equity in human resource management practices in Kenya's Public Sector.*

The results in Table 4.47 show that there was a negative (regression weight= -0.53) relationship between organization political environment and interactional justice as related to equity human resource management practices. Therefore, $H_{03(c)}$ was rejected. The model fit indices as shown in Figure 4.20 were within the acceptable limits implying goodness of fit. Further, the model was significant at 5% level of significance since P< 0.05. The study therefore concludes that based on the data of this study, *Organization political environment negatively influenced interactional justice being an aspect of equity in human resource management practices in Kenya's Public Sector.*

Table 4.47: Testing causal Effect of Organization Political Environment on Interactional Justice.

| | | | Estimate | S.E. | C.R. | P |
|-----------------------|----|------------------------------------|----------|------|-------|-----|
| Interactional justice | <- | Organization political environment | -0.53 | .140 | 5.232 | *** |

(iv) Testing Mediation effect of Proactive Behavior on Equity in Human Resource Management Practices

As an objective of this study, proactive behavior was envisaged to mediate the relationship between perceived organizational politics and equity in human resource practices. Mediation analysis in SEM was conducted using path analysis through bootstrapping approach. This method was a two -step process involving; establishing the coefficient of model relationship without a mediator and, establishing the coefficient of relationship with a mediator and then conclude whether there is full mediation, partial mediation or no mediation.

The mediation hypothesis read as follows;

***H₀₃:** Proactive work behavior mediates the relationship between perceived organization politics and equity in human resource management practices in Kenya's public sector*

As shown in the results in Table 4.48(a) the Beta coefficients for the relationship between the dependent variable and each of the respective independent variables before mediation were all significant at 5% level of significance. The findings in Table 4.48(b) show that the Beta coefficients for the respective predictor variables after mediation marginally reduced but remained significant at 5% level of significance, thereby not fulfilling one key condition for mediation. Moreover, the other coefficients for the indirect relationship were not significant as expected meaning that none of the conditions for mediation was fulfilled. The model in Figure however fitted well (Figure 21) since all the model fit indices fell within acceptable limits. Therefore, *H₀₃* was rejected. *The study concluded that based on the available data, proactive behavior did not mediate the relationship between perceived organizational politics and equity in human resource management practices in Kenya's Public sector.*

Table 4.48a: Model for regression Weights before Mediation

| | | | Estimate | S.E. | C.R. | P |
|--------|------|------------------------------------|----------|------|--------|------|
| Equity | <--- | Coworkers' Political Behaviour | -.67 | .100 | -5.111 | *** |
| Equity | <--- | Supervisor Behaviour | -.55 | .073 | -2.334 | .020 |
| Equity | <--- | Organization Political Environment | -.26 | .073 | -2.334 | .020 |

Table 4.48b: Overall Mediation Model Regression Weights

| | | | Estimate | S.E. | C.R. | P |
|-------------|------|------------------------------------|----------|------|--------|------|
| Proactivity | <--- | Coworkers' Political Behaviour | -.016 | .093 | -.130 | .896 |
| Proactivity | <--- | Supervisor Behavior | -.066 | .077 | -.571 | .568 |
| Proactivity | <--- | Organization Political Environment | -.056 | .017 | -.461 | .476 |
| Equity | <--- | Proactivity | .238 | .109 | 2.717 | .007 |
| Equity | <--- | Coworkers' Political Behaviour | -.560 | .098 | -5.193 | *** |
| Equity | <--- | Supervisor Behaviour | -.193 | .071 | -2.239 | .025 |
| Equity | <--- | Organization Political Environment | -.104 | .061 | -2.218 | .015 |

Further, the mediation effect of proactive behavior was tested on the individual predictor variables of the study.

The first mediation sub –hypothesis that was tested read;

H_{03(a)}: proactive behavior mediates the relationship between coworkers' political behavior and equity in human resource management practices in Kenya's Public Sector.

From the results in Table 4.49 the Beta coefficient of relationship between coworkers' political behaviour and equity in human resource management practices before mediation was -.67. After mediation, this coefficient marginally increased but remained significant at 5% level of significance with mediation. The other Beta coefficients for the indirect relationship between coworkers' political behavior and

equity and, proactivity and equity respectively were not significant at 5% level of significance. For mediation to occur, (Zainudin, 2014) $\beta_2 < \beta_0$, and β_2 become insignificant, both β_3 and β_4 should be significant and, the absolute value for $\beta_3 * \beta_4$ must be greater than the value of β_2 where partial mediation is suspected. Therefore $H_{03(a)}$ was rejected. The study concluded that *based on the available data, proactive behavior does not mediate the relationship between coworkers' political behavior and equity in human resource management practices in Kenya's public sector.*

Table 4.49: Regression Weights before and after Mediation

| | | | Estimate | S.E. | C.R. | P |
|---|------|--------------------------------|----------|------|--------|------|
| Equity | <--- | Coworkers' political behaviour | -.666 | .086 | -7.4 | *** |
| Change of Coefficients after mediation | | | | | | |
| | | | Estimate | S.E. | C.R. | P |
| Poactivity | <--- | Coworkers' political behaviour | -.056 | .063 | -.693 | .488 |
| Equity | <--- | Proactivity | .245 | .113 | 2.665 | .008 |
| Equity | <--- | Coworkers' political behaviour | -.653 | .084 | -7.423 | *** |

The second mediation sub-hypothesis that was tested read as follows;

$H_{03(b)}$: *proactive work behavior mediates the relationship between supervisor political behavior and equity in human resource management practices in Kenya's Public Sector.*

The results in Table 4.50 the Beta coefficient of the relationship before mediation was -.55. After mediation, this coefficient marginally increased and remained significant at 5% level of significance. Further, from the results the Beta coefficients for the indirect relationship involving supervisor behavior and equity and, proactivity and equity respectively were significant at 5% level of significance. The conditions for occurrence of mediation were not satisfied and therefore $H_{03(b)}$ was rejected. The study concluded that *based on the available data, proactive work behavior does not mediate the relationship between supervisor political behaviour and equity in human resource management practices in Kenya's public sector.*

Table 4.50: Coefficients of Supervisor Behavior and Equity

| | | | Estimate | S.E. | C.R. | P |
|--|------|----------------------|----------|------|--------|------|
| Equity | <--- | Supervisor Behaviour | -.550 | .065 | -6.972 | *** |
| Change of Coefficients after Mediation. | | | | | | |
| | | | Estimate | S.E. | C.R. | P |
| Proactivity | <--- | Supervisor Behavior | -.070 | .050 | -.874 | .382 |
| Equity | <--- | Proactivity | .254 | .119 | 2.818 | .005 |
| Equity | <--- | Supervisor Behavior | -.534 | .064 | -6.947 | *** |

The third sub hypothesis tested read as follows;

H_{03(c)}: proactive work behavior mediates the relationship between organization political environment and equity in human resource management practices in Kenya's Public Sector.

The results in Table 4.51 the Beta coefficient of the relationship before mediation was -.56. After mediation, this coefficient marginally increased and remained significant at 5% level of significance. Further, from the results the Beta coefficients for the indirect relationship involving supervisor behavior and equity and, proactivity and equity respectively were significant at 5% level of significance. The conditions for occurrence of mediation were not satisfied and therefore H_{03(c)} was rejected. The study concluded that *based on the available data, proactive work behavior does not mediate the relationship between organization political environment and equity in human resource management practices in Kenya's public sector.*

Table 4.51: Coefficients for Organization Political Environment and Equity

| | | | | Estimate | S.E. | C.R. | P |
|---|------|------------------------------------|-----------|----------|------|--------|------|
| Equity | <--- | Organization political environment | | -.56 | .019 | -4.216 | *** |
| Change of Coefficients after mediation | | | | | | | |
| | | | | Estimate | S.E. | C.R. | P |
| Poactivity | <--- | Organization environment | political | -.160 | .063 | -.682 | .211 |
| Equity | <--- | Proactivity | | .320 | .142 | 2.45 | .006 |
| Equity | <--- | Organization environment | political | -.522 | .073 | -6.713 | *** |

(v) Testing Moderation Effect of Organization Climate on the Relationship between Perceived Organization Politics and Equity in Human Resource Management Practices.

The fifth objective of the study was to establish the moderating effect of organization climate on the relationship between perceived organization politics and equity in human resource management practices. The multi-group CFA approach suggested by Zainudin (2014) involving comparison of chi-square values and degrees of freedom for the constrained and unconstrained model was used to test for moderation. According to this approach, for one to conclude that there is a moderating effect caused by interacting a given variable, the computed difference in Chi-Square value must be higher than the value of Chi-Square with 1 degree of Freedom, which is 3.84.

A study on Moderating Effect of Trust on Environmentally Significant Behavior in Korea (Seong-Gin, Seong & Yongrok, 2017) used the approach involving comparison of Chi-square values and degrees of freedom of the constrained and unconstrained model to test moderation. They argued that this approach was purely based on structural equation model constructed to scientifically determine the moderating effect of variables in a study.

The hypothesis for overall moderation read as follows;

H₀₄: Organization climate moderates the relationship between perceived organization politics and equity in human resource management practices in Kenya's public Sector.

The results in Tables 4.52 indicate that the moderation conditions were fulfilled since the difference in the chi square value between the constrained and unconstrained model was 89.1 which was above the chi square value at 1 degrees of freedom (3.84) at 5% level of significance. Comparatively, the moderating effect of organization climate was more profound on coworkers' political behaviour than supervisor political behavior, with the overall moderating effect being confirmed. Therefore, hypothesis *H₀₄* was accepted. The study concluded that *based on the available data organization climate moderated the relationship between perceived organization politics and equity in human resource management practices in Kenya's Public sector.*

Table 4.52: Comparison of Chi-Square Values and DF for Overall Moderation

| | Constrained Model | Unconstrained Model | Chi-square difference | Result on moderation | Result on Hypothesis |
|--------------------|-------------------|---------------------|-----------------------|----------------------|----------------------|
| Chi-Square | 379.4 | 290.3 | 89.1 | Significant | Supported |
| Degrees of Freedom | 43 | 42 | 1 | | |
| (Df) | | | | | |

4.11 Chapter Summary

The discussions in this chapter detailed the results of analysis of various aspects of interest in this study. The first sections revealed results for descriptive analysis which were reported using various descriptive statistics including; mean, standard deviation, percentages, frequencies and proportions. These preliminary results informed further analysis of the study constructs and enabled the researcher to draw important findings. The chapter also revealed the results of various diagnostic tests that were conducted to ascertain the suitability of data before further analysis. In relation to this, the results revealed absence of multicollinearity, heteroscedasticity and autocorrelation. The test statistics used indicated that the data for the study had normal distribution and this was further illustrated through the Q-Q plots which graphically confirmed normally distributed data.

Since the broad constructs of this study were latent in nature, the respective indicator variables were subjected to Exploratory Factor Analysis (EFA) process that enabled the researcher to extract the most optimal indicator factors that were used for measuring the respective latent constructs. All the indicator variables which were retained during CFA had factor loadings of at least 0.5 and communalities of at least 0.3. The tests of reliability and validity of the extracted factors was also found to be acceptable (Cronbach's Alpha \geq 0.7; factor loadings \geq 0.5 and, unidimensionality of loadings in the pattern matrix).

Structural Equation Modelling was used for further analysis and conducted in line with the objectives of the study. The results from the analysis revealed consistency with previous similar studies on one hand and on the other, consistence of results pertaining to the relationship between the predictor variables and the predicted variable from regression analysis and structural equation modelling. Confirmatory Factor Analysis (CFA) was used to derive the measurement model of the study while structural equation modelling was used to derive the overall structural model for the study which was then used for further analysis including hypotheses testing.

The major findings as contained in this chapter were; coworkers' political behavior, supervisor political behavior and organization political environment had negative influence on equity in human resource management practices. Proactive behavior was found not to mediate the relationship between perceived organizational politics and equity in human resource management practices while organization climate was found to moderate the relationship between perceived organizational politics and equity in human resource management practices. The results of hypothesis testing show that all the hypothesized relationships except one were significant. The test results of the study hypotheses were summarized and contained in Appendix V.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study attempted to determine influence of perceived organization politics on equity in human resource management practices in Kenya's public sector. In assessing perceived organization politics, the study focused used co-workers' political behavior, supervisors political behavior and organization political environment as the specific broad dimensions. This chapter provides a summary of the study findings in line with the objectives of the study, presents the conclusions drawn from the findings and, proposes recommendations for future action.

5.2 Summary of Findings

This study made a finding that perceived organization politics is present in Kenya's public sector institutions and, its influence on equity in human resource management practices is largely destructive. During EFA and CFA, the specific dimensions of perceived organization politics emerged as distinctive aspects with varying degrees of influence, through negative in nature, on equity in human resource management practices. The heterogeneity of Kenya's public sector notwithstanding, perceived organization politics pervaded all public sector institutions in Kenya. The findings on the specific objectives were as follows:

5.2.1 Influence of coworkers' political behaviour on equity in human resource management practices.

Coworkers' political behavior was retained after EFA and, was found reliable (Cronbach's alpha>0.7) with both convergent and discriminant validity. Coworkers' political behavior negatively influenced equity in human resource management practices. It also had negative influence on the three dimensions of equity including; procedural justice, distributive justice and interactional justice. This relationship was significant at 5% level of significance. These findings were consistent to those of

previous similar and theoretical underpinnings of procedural justice theory and impression management theory which point out that that perceived organization politics if not managed well negatively influence organizational outcomes.

5.2.2 Influence of supervisor political behavior on equity in human resource management practices.

Consistent with the second objective of the study, supervisor political behavior was found to have negative influence on equity in human resource management practices. This influence was also consistent with the individual dimensions of equity used in the study including; procedural justice, distributive justice and, interactional justice. The Cronbach's Alpha value of this variable was above 0.7 indicating acceptable level of construct reliability and, the respective indicator variable loadings were above 0.5 implying presence of convergent validity. The findings were significant at 5% level of significance with the respective model fits indicies indicating fairly good fit.

5.2.3 Influence of organisation political environment on equity in human resource management practices.

Consistent with the third objective of the study, organization political environment was found to have negative influence on equity in human resource management practices. This influence was also consistent with the individual dimensions of equity used in the study including; procedural justice, distributive justice and, interactional justice. The Cronbach's Alpha value of this variable was above 0.7 indicating acceptable level of construct reliability and, the respective indicator variable loadings were above 0.5 implying presence of convergent validity. The findings were also significant at 5% level of significance with the respective model fits indicies indicating fairly good fit.

5.2.4 Mediating Effect of Proactive Behavior on the Relationship between Perceived Organization Politics and Equity in Human Resource Practices.

In line with the third objective of this study and using an approach involving comparison of Beta coefficients and their significance before and after mediation. It was found that proactive behavior did not mediate the relationship between perceived organization politics and equity in human resource management practices. The findings revealed that the two conditions of mediation were not satisfied; first, the Beta coefficient of the predictor variables for the initial model before mediation were not significant, did not reduce after mediation.

In this study, the Beta coefficients (regression weights) for the respective predictor variables marginally decreased but remained significant at 5% level of significance after mediation. Moreover, the other coefficients- for the moderator and dependent variable- were not significant meaning that none of the conditions for mediation was fulfilled. These results were consisted with the findings of the individual predictor variables leading to the rejection of the null hypothesis.

5.2.4 Moderating Effect of Organization Climate on the Relationship between Perceived Organization Politics and Equity in Human Resource Management Practices.

Consistent with the fifth objective of this study, organization climate was found to have a moderating effect on the relationship between perceived organization politics and equity in human resource management practices. During moderation testing, the difference in Chi-square value and degrees of freedom between the constrained model and the unconstrained model satisfied the conditions for moderation. Effectively, therefore, since all the conditions for moderation were fulfilled the null hypothesis for moderation was accepted.

Further, findings about the insignificance of the relationship regarding to supervisor political behavior showed that comparatively, organization climate had profound moderating effect on the relationship between coworkers' political behaviour and equity in human resource management practices than that involving supervisor

political behaviour and equity in human resource management practices. Organization political environment was also moderated by organization climate. In overall, organization climate moderated the relationship between perceived organizational politics and equity in human resource management practices in Kenya's public sector.

5.3 Conclusions

The overall findings of the study indicated that perceived organization politics negatively influenced equity in human resource management practices in Kenya's public sector. From the above findings, the study made the following conclusions;

Employees in Kenya's public sector discharge their duties in an environment that encouraged emergence of political behaviors which influence decisions based on other considerations other than work related outcomes that can objectively be verified. Further, employees in Kenya's public sector have inappropriate orientation in terms of their behavior and this resulted in emergence of informal group based influence, which, has adversely affected realization of equity in humam resource management practices. Coworkers' political behavior were evident in Kenya's public sector institutions.

Secondly, managers and or supervisors in Kenya's public sector make crucial human resource management decisions based on other considerations other than open and objective execution of work duties and responsibilities by the employees. Due to the political nature of the environment and the apparent inappropriate behavior by the senior managers/ public servants, issues such as rewarding members based on their loyalty, ethnicity, regionalism, membership of the informal group among others are common and this has prevented the efficient execution of human resource management practices. Supervisor political behavior has among others resulted in abusive supervision and this has led to low employee productivity, corruption, sexual harassment for survival and other unethical practices prevalent in Kenya's public sector.

Thirdly, organization political environment also hampered the realization of equity in human resource management practices. The work environment is political in nature-being in the public sector- and this propagates spontaneous emergence undesirable behaviors such as; back stabbing, impression management, selective communication and witch-hunting which, do not support objective performance of work functions to allow for objective decisions touching on the various human resource management practices.

Fourth, Kenya's public sector is yet to adopt contemporary human resource practices which are strategic in nature. This is reflected from the apparent lack of employee proactivity on the part of employees which would assist in coping with possible consequences of actions by informal groupings and, irresponsible senior public servants. It is proven that proactive behaviour enables employees to develop both in-role and extra-role behaviors which enhance the capacity of employees to diligently deal with work related issues including the negative impact of perceived organization politics.

Lastly, Kenya's Public sector organizations do not have a supportive organizational climate that can catalyze any likely influence of perceived politics at work. From the findings of this study, the organization climate is not only inappropriate but also encourages the thriving of political behaviors among public servants thereby negatively impacting on equity in human resource management practices.

5.4 Recommendations

This study made numerous findings and observations that are crucial to contemporary human resource management theory, policy and practice. The invaluable findings of this study are not only relevant but also informative in the quest to realize equity in human resource management and overall performance of public sector organizations. Specifically, this study proposes the following recommendations;

In order to be competitive and value adding, Kenya's public sector must embrace the application of the contemporary human resource management which is strategic in nature and appreciates the adoption of high performance human resource practises anchored and driven by among others, high involvement, high participation and high performance. Indeed, employee proactivity and engagement should be left to define the execution of human resource practices in relation to perceptions of organization politics. This will transform the nature of work politics to be value adding in terms of assisting public servants realize their work efforts by following a well-defined system of human resource management practices.

Secondly, the Government and related public institutions being the employer of public servants should consider implementing feasible and transformative work-environment related reforms so as to cure the challenge of the political nature of the work environment. The reform programmes should among others; focus on aligning work ethics to support implementation of human resource management practices, embrace the spirit of teamwork among public sector employees in order to curb emergence of self-serving behaviors such as distorting information and facts, impression management for ones benefit, formation of groupings outside the formal structure of the organization, gossip for self-gain and favoritism and, build self-confidence on the part of individual employees.

Third, since perceived organizational politics is part and parcel of organizational life and therefore practically unavoidable, the public sector in Kenya should continuously focus on improving their human resource policies, systems and procedures to support and accommodate the dynamics of contemporary practice of human resource management. This would assist in addressing any likely negative impact of perceived organization politics on organizational outcomes and, specifically address issues related to equity in human resource management practices. Some of the policy initiatives for consideration include; adopting a consultative approach in human resource policy formulation and, system related reforms to avoid inbuilt gaps or aspects that may promote self-interest at the level of employees or supervisors at work, inculcate a culture that foster teamwork among employees, develop a criteria

for hiring politically under-skilled employees and, develop a criteria that will enhance objectivity in human resource decisions.

Fourth, Kenya's public sector institutions should consider reorienting its human resource development strategy and implement a paradigm shift in terms of scope and content to include aspects of modern human resource development including; talent management, employee proactivity, employee engagement and high performance work practices. This will in the long run assist in changing the perceptions and conduct of public sector employees at work. This will also enhance strategic fit during human resource strategy formulation and implementation on issues relating to curbing destructive perceptions of organizational politics.

Lastly, public sector institutions should consider elements of perceived organization politics as part of the organizational philosophy. Aspects that promote values at work such as; teamwork, consultation in decision making, work ethics, performance enhancing work culture among others should explicitly be captured in the organization's mission and vision statements. Further, all organizational members and departments should be encouraged to embrace the philosophy of the organization. The human resource department as well as other departments must cascade the overall mission and vision into their departmental mission and vision and, consider the same during formulation of departmental strategies. This will progressively facilitate internalization of these values by individual employees and assist in curbing any likely incidences of destructive politics at work and at the sametime reorient employee perceptions at work to positively influence organizational outcomes.

5.5 Implications of the Study

The findings and Information from this study will be of profound significance to the following parties and stakeholders;

Public Sector employees: Information from this study will greatly assist public servants in Kenya to be proactive and cope with perceptions of politics at work so as to improve productivity in their service as delivery agents. Through this study, public

sector employees will be at a position to better understand and appreciate that perceived organization politics is indispensable and reorient themselves in their quest to derive satisfaction from their jobs, enhance teamwork and cohesion without necessarily engaging in confrontations and other acts which may have destructive effects in their careers and work. Employees especially those at management level would, through information from this study, appreciate presence of group dynamics at work and their management, avoid abusive supervision based on negative perceptions and enhance employee engagement through the use of these perceptions to add value to organizational performance.

Public Sector Institutions: Information obtained from this study will assist public sector institutions to appreciate the nature of perceived politics at work and devise strategies on how they can best cope with destructive aspects and make them to positively impact on organization performance. The finding that perceived organization politics in Kenya's public sector is largely destructive in nature provide public servants and government an opportunity to engage and reform the system to be supportive to the delivery of the wider reform agenda and, specifically, enhance attainment of equity in human resource management practices.

Academicians: The academic world will find information from this study useful in their quest to develop local case studies and content on organizational behavior and justice. This will provide updated information for reference, comparison and further research on perceived organization politics. From this study, academicians will be able to do further research on the other strands related to perceived organization politics and this will result in provision of more information for scholarly.

5.6 Suggestions for Further Research

While this study acknowledged the wide coverage of Kenya's public sector institutions, the assumption of homogeneity of public institutions appeared highly in doubt particularly in this era of the devolved system of government. Therefore, further research is suggested focusing on the individual distinctive categories of the public sector including; National government ministries and departments, County

Governments, Parastatals and State Corporations, Independent Commissions and Semi-Autonomous Government Agencies. This will provide sub-sector specific findings and recommendations for redress. Moreover, a further research is recommended aimed at establishing the status of adoption of proactive work behavior which according to this study was found not to mediate the relationship between perceived organization politics and equity in human resource practices. This was contrary to the theoretical underpinnings of proactivity and findings of previous similar studies.

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APPENDICES

Appendix I: Letter to Respondents

Dear respondent,

RE: LETTER OF INTRODUCTION

I am a candidate pursuing Doctor of Philosophy in Human Resource Management degree at Jomo Kenyatta University of Agriculture and Technology, School of Human Resource development. As part of the requirement for the award of the degree, a candidate is required to carry out and submit a thesis. I am currently conducting a study on **Influence of Perceived organization Politics on Equity in Human Resource Management practices in Kenya's Public sector.**

You have been selected to take part in the research together with other respondents from your ministry. The information provided will be treated with utmost confidence and shall only be used for the academic research purpose. Should you require the findings of this research, I undertake to provide the information. Your participation is highly appreciated.

Yours Faithfully,
Geoffrey Morara Nyakoe
PhD Student
cc.
Prof. Hazel Gachunga
JKUAT

Prof. Romanus Odhiambo
JKUAT

Dr. Renson Muchiri
KCA University

Appendix II: Questionnaire

This questionnaire seeks to collect date to be used in a study on 'Influence of Perceived Organizational Politics on Equity in Human Resource Management Practices in Kenya's Public Sector. The date provided shall be used in the study and NOT any other use and, shall be treated confidential.

SECTION A: GENERAL INFORMATION

Please answer the following questions by either filling in the spaces provided or ticking in the appropriate boxes.

1. Please indicate your year of birth
2. Gender: Male Female
3. Highest level of education: Undergraduate Masters degree High School
- Other (please specify).....
4. Indicate your place of work. Ministry Parastatal independent Commission County Government
5. In either case in 4 above, please indicate the department where you work
.....

SECTION B: PERCEPTION OF ORGANIZATIONAL POLITICS

On a scale of 1 to 6, where 1 =‘strongly disagree’, 2= ‘disagree’ 3= ‘moderately disagree’ 4 = ‘moderately agree’ 5= ‘agree’ and 6= ‘strongly agree’, indicate by ticking in the appropriate box your opinion on influence on the following dimensions of organizational politics. (*Adapted from Kacmar and Carlson (1991) Perceptions of organizational politics Scale. $\alpha = 0.81$*)

| | co-workers political behaviors | Strongly disagree | disagree | moderately disagree | Moderately agree | Agree | Strongly agree |
|------|--|--------------------------|-----------------|----------------------------|-------------------------|--------------|-----------------------|
| BW1 | people here deliberately withhold useful information | | | | | | |
| BW2 | All workers are encouraged to speak out frankly even when they are critical of well established issues | | | | | | |
| BW3 | Workers often fear to speak out for fear of retaliation or victimization by others | | | | | | |
| BW4 | People wait for the right time to highlight other people's errors and flaws | | | | | | |
| BW5 | I have seen fellow colleagues deliberately distort information for the purpose of personal gain | | | | | | |
| BW6 | If a co-worker offers some assistance, it is because they expect to get something out of it | | | | | | |
| BW7 | There exist informal groups that hinder other people's work | | | | | | |
| BW8 | You can get along well if you are loyal regardless of the quality of work | | | | | | |
| BW9 | People here attempt to build themselves by tearing down others | | | | | | |
| BW10 | People survive by aligning themselves with those known to be close to the boss | | | | | | |
| | | | | | | | |

| | Supervisors' political behaviour | Strongly disagree | disagree | moderately disagree | Moderately agree | Agree | Strongly agree |
|-----|--|------------------------------|-----------------|--------------------------------|-----------------------------|--------------|---------------------------|
| BS1 | Even though the boss appear to helping employees, his actions are actually intended to protect oneself | | | | | | |
| BS2 | My boss often select people who will assist him irrespective of their quality of work | | | | | | |
| BS3 | Apart from the official channels, my supervisor employs other ways of getting information | | | | | | |
| BS4 | When my supervisor communicates with me, it is to make himself / herself look better | | | | | | |
| BS5 | My supervisor implements rules and policies concerning pay and promotion are fairly without favour. | | | | | | |
| BS6 | When the boss wants to have his way, he uses the loyal to push his idea who make it appear as their own thinking | | | | | | |
| BS7 | My supervisor rewards those loyal to him for preserving his personal interests. | | | | | | |

| | organization political environment | Strongly | disagree | moderately | Moderately | Agree | Strongly |
|---------|---|-----------------|-----------------|-------------------|-------------------|--------------|-----------------|
| BE1 | I have seen changes being made in policies and procedures only to serve the purpose of few individuals. | | | | | | |
| BE2 | There is always an influential department than no one ever crosses | | | | | | |
| BE3 | Connections with other departments are very helpful when time comes to call in for a favor | | | | | | |
| BE4 | Favoritism rather than merit determines who goes a head around here | | | | | | |
| BE5 | It is safe to be supportive than say that you think and respond later | | | | | | |
| BE6 | It is safe to keep quiet on critical issues than give your mind here | | | | | | |
| BE7 | It is normal to have selective communication on issues affecting all employees here | | | | | | |
| BE 8 | Sometimes there is purposeful communication delays to serve interests from unknown quarters | | | | | | |

SECTION C: EQUITY IN HUMAN RESOURCE MANAGEMENT PRACTICES

On a scale of 1 to 6, where 1 =‘strongly disagree’, 2= ‘disagree’ 3= ‘moderately disagree’ 4 = ‘moderately agree’ 5= ‘agree’ and 6= ‘strongly agree’, indicate by ticking in the appropriate box the extent of your agreement with the following aspects of justice in HR practices and decisions at your work place. (Colquintt (2001), $\alpha = 0.76$)

| | Justice in Human Resource practices | Strongly disagree | disagree | moderately disagree | Moderately agree | Agree | Strongly agree |
|-----|---|--------------------------|-----------------|----------------------------|-------------------------|--------------|-----------------------|
| BH1 | I am allowed to contribute to changes in the human resource procedures used in my organization. | | | | | | |
| BH2 | The human resource procedures used are always applied consistently in the entire organization. | | | | | | |
| BH3 | The human resource procedures used are based on accurate information known by all. | | | | | | |
| BH4 | The human resource procedures are free from bias. | | | | | | |
| BH5 | I am allowed to appeal the outcome arrived at by the human resource procedures. | | | | | | |
| BH6 | The human resource procedures used uphold ethical and moral standards | | | | | | |
| BH7 | Opportunities for training are given based on one’s connections | | | | | | |

| | | | | | | |
|------|---|--|--|--|--|--|
| BH8 | Pay and promotion decisions are fairly implemented. | | | | | |
| BH9 | Amount of allowances paid depend on the position and influence of a person as opposed to laid down policies | | | | | |
| BH10 | There is no clarity on promotion | | | | | |
| BH11 | Promotion here is done secretly based on factors unknown to me | | | | | |
| BH12 | Employees who are seen as loyal are usually given priority over others in opportunities for training | | | | | |
| BH13 | Performance appraisals are often clear | | | | | |
| BH14 | Performance appraisal is based criteria known to all | | | | | |
| BH15 | Whenever an opportunity for employment arises, all potential applicants are made to know at the same time. | | | | | |
| BH16 | All employees are equally considered for opportunities for further training based on laid down procedures | | | | | |
| BH17 | All employees are remunerated based on the quality and effort put in their work and not on unknown factors | | | | | |
| BH18 | All employees are given equal opportunity for career advancement | | | | | |
| BH19 | Recruitment in this place is done fairly. | | | | | |
| BH20 | Determination of pay and benefits is based on known criteria | | | | | |
| BH21 | All employees are paid at the same time and without discrimination. | | | | | |

| | | | | | | |
|------|--|--|--|--|--|--|
| BH22 | In case of any misconduct, disciplinary issues are sorted out based on fair hearing to all the affected people | | | | | |
| BH23 | Human resource communication systems are fair to all | | | | | |
| BH24 | I receive details of communication on HR issues in a timely manner | | | | | |

10. In your opinion, briefly explain instances if any where perceived politics influence the following decisions at your work place.

(a) Recruitment

.....

(b) Pay and promotion

.....

(c) Performance appraisal

.....

(d) Opportunities for further training

SECTION D: ORGANIZATION CLIMATE

On a scale of 1 to 6, where 1 =‘strongly disagree’, 2= ‘disagree’ 3= ‘moderately disagree’ 4 = ‘moderately agree’ 5= ‘agree’ and 6= ‘strongly agree’, indicate your opinion on the effect of organization climate on the state of influence of perceived politics on human resource decisions in your work place. Patterson, West, Shackleton, Dawson, Lawthom and Wallace (2005) Scale; $\alpha = 0.73$)

| | Organization climate | Strongly disagree | disagree | moderately disagree | Moderately agree | Agree | Strongly agree |
|------|--|------------------------------|-----------------|--------------------------------|-----------------------------|--------------|---------------------------|
| BK1 | New ideas are readily accepted here | | | | | | |
| BK2 | Management here are quick to spot the need to do things differently | | | | | | |
| BK3 | Assistance in developing new ideas is readily available | | | | | | |
| BK4 | People in this organization are always searching for new ways of looking at problems | | | | | | |
| BK5 | This company is quick to respond when changes need to be made | | | | | | |
| BK6 | Management trust people to take work-related decisions without getting permission first | | | | | | |
| BK7 | People at the top tightly control the work of those below them* | | | | | | |
| BK8 | Everyone who works here is well aware of the long term plans and direction of this company | | | | | | |
| BK9 | People in different departments are prepared to share information | | | | | | |
| BK10 | Collaboration between departments is very effective | | | | | | |
| BK11 | Management involve people when decisions are made that affect them | | | | | | |
| BK12 | People feel decisions are frequently made over their heads* | | | | | | |

Please give your opinion as to whether the organizational climate in your place of work limits or propagates incidences of perceived politics

.....
.....

SECTION E: PROACTIVE BEHAVIOUR

On a scale of 1 to 6, where 1 =‘strongly disagree’, 2= ‘disagree’ 3= ‘moderately disagree’ 4 = ‘moderately agree’ 5= ‘agree’ and 6= ‘strongly agree’, indicate your opinion on the effect of employee proactive behavior on the strength of influence of perceived politics on human resource decisions in your Work place (**Bateman and Crant (1993) Scale; $\alpha = 0.89$**)

| | proactive behavior | Strongly disagree | disagree | moderately disagree | Moderately agree | Agree | Strongly agree |
|-----|---|------------------------------|-----------------|--------------------------------|-----------------------------|--------------|---------------------------|
| BN1 | I am constantly on the lookout for new ways to improve my work and life | | | | | | |
| BN2 | I feel driven to make a difference at work | | | | | | |
| BN3 | I tend to let others take initiative to start new projects at work | | | | | | |
| BN4 | I enjoy facing and overcoming obstacles to my ideas at work | | | | | | |
| BN5 | If I see something I don’t like, I fix it | | | | | | |
| BN6 | I love being a champion of ideas even against others opposition at work | | | | | | |
| BN7 | I can spot a good opportunity long | | | | | | |

| | | | | | | |
|------|--|--|--|--|--|--|
| | before others can at work | | | | | |
| BN8 | If I see someone in trouble at work, I help out in any way I can | | | | | |
| BN9 | I am great in turning problems into opportunities at work | | | | | |
| BN10 | When I have a problem, I tackle it head on | | | | | |
| BN11 | I love to challenge the <i>status quo</i> | | | | | |
| BN12 | I always look for better ways of doing things at work | | | | | |

Please give your opinion on effect of proactive behavior of employees on perceived politics in your organization

.....

Thank you so much for the cooperation

Appendix III: Data Analysis Code Book

| Variable Names and Code | Description |
|---|---|
| Coworkers Political Behavior (BW ₁ – BW ₁₀) | The variable consisted of 10 items measured using a five point Likert Scale. 1= Strongly Disagree 4= Agree 2= Disagree 5=Strongly Agree 3= Neutral |
| Supervisor Political Behavior (BS ₁ – BS ₇) | The variable consisted of 7 items measured using a five point Likert Scale. 1= Strongly Disagree 4= Agree 2= Disagree 5=Strongly Agree 3= Neutral |
| Organization Political Environment (BE ₁ – BE ₈) | The variable consisted of 8 items measured using a five point Likert Scale. 1= Strongly Disagree 4= Agree 2= Disagree 5=Strongly Agree 3= Neutral |
| Equity in Human Resource Practices (BH ₁ – BH ₂₄) | The variable consisted of 24 items measured using a five point Likert Scale. 1= Strongly Disagree 4= Agree 2= Disagree 5=Strongly Agree 3= Neutral |
| Organization Climate (BK ₁ – BK ₁₂) | The variable consisted of 12 items measured using a five point Likert Scale. 1= Strongly Disagree 4= Agree 2= Disagree 5=Strongly Agree 3= Neutral |
| Proactive Behavior (BN ₁ – BN ₁₂) | The variable consisted of 12 items measured using a five point Likert Scale. 1= Strongly Disagree 4= Agree 2= Disagree 5=Strongly Agree 3= Neutral |

Appendix IV: Total Explained Variability

| Factor | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings ^a |
|--------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|--|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | |
| | | | | | | | |
| 1 | 14.773 | 33.575 | 33.575 | 14.348 | 32.610 | 32.610 | 11.420 |
| 2 | 3.529 | 8.020 | 41.596 | 3.087 | 7.016 | 39.626 | 10.918 |
| 3 | 2.482 | 5.640 | 47.235 | 2.032 | 4.617 | 44.243 | 9.355 |
| 4 | 2.328 | 5.292 | 52.527 | 1.915 | 4.353 | 48.596 | 2.340 |
| 5 | 1.706 | 3.877 | 56.404 | 1.287 | 2.925 | 51.521 | 5.297 |
| 6 | 1.424 | 3.237 | 59.641 | 1.026 | 2.332 | 53.853 | 4.046 |
| 7 | 1.182 | 2.686 | 62.328 | .865 | 1.965 | 55.818 | 3.115 |
| 8 | 1.176 | 2.674 | 65.001 | | | | |
| 9 | 1.081 | 2.457 | 67.458 | | | | |
| 10 | 1.021 | 2.320 | 69.779 | | | | |
| 11 | .954 | 2.168 | 71.947 | | | | |
| 12 | .877 | 1.992 | 73.939 | | | | |
| 13 | .820 | 1.863 | 75.802 | | | | |
| 14 | .758 | 1.722 | 77.524 | | | | |
| 15 | .747 | 1.697 | 79.221 | | | | |
| 16 | .694 | 1.577 | 80.798 | | | | |
| 17 | .644 | 1.463 | 82.261 | | | | |
| 18 | .613 | 1.393 | 83.654 | | | | |
| 19 | .583 | 1.324 | 84.978 | | | | |
| 20 | .542 | 1.232 | 86.211 | | | | |
| 21 | .490 | 1.115 | 87.325 | | | | |
| 22 | .482 | 1.095 | 88.421 | | | | |
| 23 | .430 | .978 | 89.398 | | | | |
| 24 | .396 | .900 | 90.298 | | | | |
| 25 | .382 | .868 | 91.165 | | | | |
| 26 | .351 | .798 | 91.963 | | | | |
| 27 | .337 | .767 | 92.730 | | | | |
| 28 | .314 | .714 | 93.443 | | | | |
| 29 | .290 | .660 | 94.103 | | | | |
| 30 | .272 | .618 | 94.721 | | | | |

Appendix V: Summary of Hypothesis Testing Results

| Hypothesis | Std Estimate | Std. Error | C.R | P. value | Conclusion |
|--|-----------------|---------------|--------|-------------|------------|
| | | | | | |
| <i>H₀₁: Coworkers' political behavior positively influence equity in human resource management practices in Kenya's public Sector.</i> | -.666 | .086 | -7.4 | *** | Rejected |
| <i>H_{01(a)} Coworkers' political behavior positively influenced procedural justice being an aspect of equity human resource practices in Kenya's Public Sector.</i> | -.482 | .090 | -5.494 | *** | Rejected |
| <i>H_{01(b)} Coworkers' political behavior positively influenced Distributive justice being an aspect of equity in human resource practices in Kenya's Public Sector.</i> | -.629 | <u>.089</u> | -7.606 | *** | Rejected |
| <i>H_{01(c)} Coworkers' political behavior positively influenced interactional justice being an aspect of equity human resource management practices in Kenya's Public Sector</i> | -.356 | .095 | -5.132 | *** | Rejected |
| <i>H₀₂: Supervisors political behavior positively influences equity in human resource management practices in Kenya's public Sector.</i> | -.550 | .065 | -6.972 | *** | Rejected |
| <i>H_{02(a)} Supervisor political behaviour positively influences procedural being an aspect equity in human resource management practices in Kenya's Public Sector.</i> | -.413 | .073 | -5.166 | *** | Rejected |
| <i>H_{02(b)} Supervisor political behaviour positively influence distributive justice being as aspect of equity in human resource management practices in Kenya's Public Sector.</i> | -.521 | .069 | -7.215 | *** | Rejected |
| <i>H_{02(c)} Supervisor political behaviour positively influences interactional justice being an aspect of equity in human resource management practices in Kenya's Public Sector.</i> | -.30 | .076 | -4.499 | *** | Rejected |
| <i>H₀₃: Proactive work behavior mediates the relationship between perceived organization politics and equity in human resource practicesmanagement in Kenya's public sector</i> | .238 | .109 | 2.717 | .007 | Rejected |

Appendix VI: Description of Broad Construct Codes.

| Construct | Indicator code | Description |
|--|-----------------------|--|
| Coworkers Political Behaviour (BW) | BW1 | people here deliberately withhold useful information |
| | BW2 | All workers are encouraged to speak out frankly even when they are critical of well-established issues |
| | BW3 | Workers often fear to speak out for fear of retaliation or victimization by others |
| | BW4 | People wait for the right time to highlight other people's errors and flaws |
| | BW5 | I have seen fellow colleagues deliberately distort information for the purpose of personal gain |
| | BW6 | If a co-worker offers some assistance, it is because they expect to get something out of it |
| | BW7 | There exist informal groups that hinder other people's work |
| | BW8 | You can get along well if you are loyal regardless of the quality of work |
| | BW9 | People here attempt to build themselves by tearing down others |
| | BW10 | People survive by aligning themselves with those known to be close to the boss |
| Supervisors' Political Behaviour (BS) | BS1 | Even though the boss appear to helping employees, his actions are actually intended to protect oneself |
| | BS2 | My boss often select people who will assist him irrespective of their quality of work |
| | BS3 | Apart from the official channels, my supervisor employs other ways of getting information |
| | BS4 | When my supervisor communicates with me, it is to make himself / herself look better |
| | BS5 | My supervisor implements rules and policies concerning pay and promotion fairly without favour. |
| | BS6 | When the boss wants to have his way, he uses the loyal to push his idea who make it appear as their own thinking |
| | BS7 | My supervisor rewards those loyal to him for preserving his personal interests. |
| Organization Political Environment (BE) | BE1 | I have seen changes being made in policies and procedures only to serve the purpose of few individuals. |
| | BE2 | There is always an influential department than no one ever crosses |
| | BE3 | Connections with other departments are very helpful when time comes to call in for a favor |
| | BE4 | Favoritism rather than merit determines who goes a head around here |
| | BE5 | It is safe to be supportive than say that you think and respond later |
| | BE6 | It is safe to keep quiet on critical issues than give your mind here |
| | BE7 | It is normal to have selective communication on issues affecting all employees here |
| | BE 8 | Sometimes there is purposeful communication delays to serve interests from unknown quarters |

Appendix VII: Description of Construct Codes (Cont.).

| Construct | Indicator code | Description |
|--|-----------------------|--|
| Equity in Human Resource Practices (BH) | BH1 | I am allowed to contribute to changes in the human resource procedures used in my organization. |
| | BH2 | The human resource procedures used are always applied consistently in the entire organization. |
| | BH3 | The human resource procedures used are based on accurate information known by all. |
| | BH4 | The human resource procedures are free from bias. |
| | BH5 | I am allowed to appeal the outcome arrived at by the human resource procedures. |
| | BH6 | The human resource procedures used uphold ethical and moral standards |
| | BH7 | Opportunities for training are given based on one's connections |
| | BH8 | Pay and promotion decisions are fairly implemented. |
| | BH9 | Amount of allowances paid depend on the position and influence of a person as opposed to laid down policies |
| | BH10 | There is no clarity on promotion |
| | BH11 | Promotion here is done secretly based on factors unknown to me |
| | BH12 | Employees who are seen as loyal are usually given priority over others in opportunities for training |
| | BH13 | Performance appraisals are often clear |
| | BH14 | Performance appraisal is based criteria known to all |
| | BH15 | Whenever an opportunity for employment arises, all potential applicants are made to know at the same time. |
| | BH16 | All employees are equally considered for opportunities for further training based on laid down procedures |
| | BH17 | All employees are remunerated based on the quality and effort put in their work and not on unknown factors |
| | BH18 | All employees are given equal opportunity for career advancement |
| | BH19 | Recruitment in this place is done fairly. |
| | BH20 | Determination of pay and benefits is based on known criteria |
| | BH21 | All employees are paid at the same time and without discrimination. |
| | BH22 | In case of any misconduct, disciplinary issues are sorted out based on fair hearing to all the affected people |
| | BH23 | Human resource communication systems are fair to all |
| | BH24 | I receive details of communication on HR issues in a timely manner |
| Organizational Climate (BK) | BK1 | New ideas are readily accepted here |

| | | |
|--------------------------------|------|--|
| Proactive Behavior (BN) | BK2 | Management here are quick to spot the need to do things differently |
| | BK3 | Assistance in developing new ideas is readily available |
| | BK4 | People in this organization are always searching for new ways of looking at problems |
| | BK5 | This company is quick to respond when changes need to be made |
| | BK6 | Management trust people to take work-related decisions without getting permission first |
| | BK7 | People at the top tightly control the work of those below them* |
| | BK8 | Everyone who works here is well aware of the long term plans and direction of this company |
| | BK9 | People in different departments are prepared to share information |
| | BK10 | Collaboration between departments is very effective |
| | BK11 | Management involve people when decisions are made that affect them |
| | BK12 | People feel decisions are frequently made over their heads* |
| | BN1 | I am constantly on the lookout for new ways to improve my work and life |
| | BN2 | I feel driven to make a difference at work |
| | BN3 | I tend to let others take initiative to start new projects at work |
| | BN4 | I enjoy facing and overcoming obstacles to my ideas at work |
| | BN5 | If I see something I don't like, I fix it |
| | BN6 | I love being a champion of ideas even against others opposition at work |
| | BN7 | I can spot a good opportunity long before others can at work |
| | BN8 | If I see someone in trouble at work, I help out in any way I can |
| | BN9 | I am great in turning problems into opportunities at work |
| | BN10 | When I have a problem, I tackle it head on |
| | BN11 | I love to challenge the <i>status quo</i> |
| | BN12 | I always look for better ways of doing things at work |

Appendix VIII: Sampling Frame

List of Sampled public Sector Organizations in Kenya

National Government Ministries

1. Ministry of Foreign Affairs and International Trade
2. Ministry of Defence
3. Ministry of Health
4. Ministry of Transport and Infrastructure Development
5. Ministry of Lands
6. Ministry of Environment and Forestry
7. Ministry of Mining and Petroleum
8. Ministry of Agriculture and Irrigation
9. Ministry of Labour and Social Protection
10. Ministry of Tourism and Wildlife
11. Ministry of Water and Sanitation

County Governments

1. Nairobi County
2. Machakos County
3. Kajiado County
4. Kiambu County
5. Bomet County
6. Nakuru County
7. Nyamira County
8. Kisii County
9. Mombasa County
10. Busia County
11. Bungoma County
12. Murang'a County

State Corporations

1. Uwezo Fund
2. Youth Enterprise Fund
3. CDF Board

Parastatals

1. Kenya Power and Lighting Company (KPLC)
2. Kenya Pipeline Company (KPC)
3. Kenya Bureau of Standards (KBS)
4. Kenya Electricity Generating Company (KenGen)

Independent Commissions

1. Teachers Service Commission.
2. National Police Service Commission.
3. Controller of Budget.
4. Auditor General.
5. Public Service Commission.