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EFFECT OF PERCEPTION OF ORGANISATIONAL POLITICS ON EMPLOYEE ENGAGEMENT WITH PERSONALITY TRAITS AS MODERATING FACTORS

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Organisational politics affect almost every employee to some degree, becoming an inevitable and significant part of the entire organisation. Employees who feel victimised by office politics generally develop negative behaviours towards work and the entire organisation, affecting their performances. Differences in personality dimensions cause employees to demonstrate various responses to similar situations. This study assesses whether the perception of organisational politics affects the work and job engagement level of employees, and whether different personality dimensions moderate this relationship. Quantitative research was conducted on employees at the middle or upper level of management, working in different organisations that manufacture products in India. To collect the data, 450 structured questionnaires were distributed; 388 completed questionnaires were received and utilised for the analysis. The study concludes that a perception of organisational politics does exist among employees working in different organisations, and it has a negative relationship with both work and Organisational Engagement. Particular personality traits affect levels of engagement and act as moderators. If management wants to engage their employees more within the job and organisation, it must control the politics that create a negative perception of the organisation among employees.

Keywords: Organisational Politics; Perception for Organisational Politics; Employee Engagement; Work Engagement; Personality Traits

Abstract

Politik organisasi mempengaruhi hampir setiap karyawan hingga taraf tertentu, menjadi bagian yang tak terelakkan dan signifikan dari organisasi secara keseluruhan. Karyawan yang merasa menjadi korban politik kantor pada umumnya mengembangkan perilaku negatif terhadap pekerjaan dan seluruh organisasi, mempengaruhi kinerja mereka. Perbedaan dimensi kepribadian menyebabkan karyawan untuk mendemonstrasikan berbagai tanggapan terhadap situasi serupa. Studi ini menilai apakah persepsi politik organisasi mempengaruhi kerja dan tingkat keterlibatan karyawan, dan apakah dimensi kepribadian yang berbeda memoderasi hubungan ini. Penelitian kuantitatif dilakukan pada karyawan di manajemen tingkat menengah atau atas, bekerja di berbagai organisasi yang memproduksi produk di India. Untuk mengumpulkan data, 450 kuesioner terstruktur dibagikan; 388 kuesioner yang lengkap diterima dan digunakan untuk analisis. Studi ini menyimpulkan bahwa persepsi politik organisasi memang ada di antara karyawan yang bekerja

Abstrak

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di organisasi yang berbeda, dan memiliki hubungan negatif dengan kerja dan keterlibatan organisasi. Karakter kepribadian tertentu mempengaruhi tingkat keterlibatan dan bertindak sebagai moderator. Jika manajemen ingin melibatkan karyawan mereka lebih banyak dalam pekerjaan dan organisasi, manajemen harus mengendalikan politik yang menciptakan persepsi negatif terhadap organisasi di antara karyawan.

Kata Kunci: Politik Organisasi; Persepsi terhadap Politik Organisasi; Keterlibatan Karyawan; Keterlibatan Kerja; Sifat Kepribadian

Almost every human enjoys progressive authority, with its power and benefits, and many do not hesitate to deviate slightly or significantly from ethical and formal modus operandi to obtain them. Perhaps this is why politics are assimilated in all levels in every organisation. Organisational politics affect the relationship among the employees and thereby make a remarkable impact on organisational outcomes. Many researchers have argued that this relationship with performance and commitment should be assessed to understand related aspects (Ferris & Kacmar, 1992; Kacmar & Carlson, 1994; Zhou & Ferris, 1995). According to the equity theory (Adams, 1965; Blau, 1964), social exchange, and reciprocity concept, if an employee has positive feelings and gestures from colleagues, then he/she is motivated to reciprocate. Thus, if an organisation wants its employees to work dedicatedly, it is important to provide a healthy work environment.

Organisational politics are frequently considered dysfunctional and discordant yet are a highly significant aspect in any work setting, creating a considerable effect on the evaluation of performance, allocation of resources, employee performances, managerial decision making, etc.; the overall efficiency and effectiveness of the entire organisation (Mintzberg, 1983; Kacmar, & Baron, 1999). Thus, for organisations that are strengthening and expanding their competitive advantage, it becomes important for them to focus on such issues, so that they can retain and attract valued employees (Pfeffer, 2005).

Sustaining and growing successfully in the open and threatening business world requires every business to retain and engage all employees and to bring out the creativity and best performances. To engage employees, it is essential to make them feel motivated and contented as a part of the organisation. However, within similar working conditions at the same workplace, the variance in work attitudes and work behaviour shown by the employees shows that the relationship between stressors and strain is not the same for everyone, owing to the individual differences in personality (Spector, 2003). Research showed that adverse experiences at work create a significantly more negative impact on the behaviour and attitude of employees compared to the positive effect created by positive experiences (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001; Kiewitz, 2002; Weiss & Cropanzano, 1996).

Considering this discussion, this study explores the effect of perception about politics on employee engagement and

investigates whether different personality traits show different reactions. Within the Indian context, several studies on employee engagement are being done; this study measures the perception of politics' impact on organisational engagement and job engagement separately while analysing the role of the five big personality traits in this relationship. The paper is comprised of a review of literature on the perception of politics, employee engagement, and personality. The next section reveals the objectives and hypotheses of the study, the methodology adopted to achieve them, and the analysis and results of the data collected. The last section of the paper concludes the findings and related suggestions.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Perception of organisational politics

Kachmar & Ferris (1991) said that workplace politics is an indefinable influence affecting every type of relation. Directly or indirectly, people are engaged in activities that may increase their power and personal benefits and avoid undesirable outcomes inside the organisation. Organisational politics is defined as behaviour strategically designed to maximise self-interests (Ferris, Russ, & Fandt, 1989) and therefore is contrary to the collective organisational goals or the interests of other individuals. Organisational politics was observed as self-centred behaviour by employees to achieve personal interest, gain, and advantages at the expense of others' benefits, and it conflicts as times with the benefit of the whole organisation or a work unit. Such conduct was often related to manipulation, offense, underhanded and unlawful methods of exploiting power to achieve one's objectives (Drory, 1993; Ferris & Kacmar, 1992).

Perception can be described as a process through which individuals manage and understand their sensory impressions to assign meaning to their environment (Robbins, 2008). Organisational politics is unseen as well as representative and because of subjective perception, it varies across different individuals (Ferris et al., 1989). Lewin (1936) stated that rather than reality, perception of reality is the major determinant of people's attitudes and behaviours (Vredenburgh & Maurer, 1984). Similarly, organisational politics should be understood in terms of what employees dwell on instead of what it really signifies. Instead of an entirely impersonal state, it is best to interpret organisational politics as a personal experience and, therefore, as a psychological state (Gandz & Murray, 1980).

Politics in an organisation makes the work environment negative (Cropanzano, Howes, Grandey, & Toth, 1997), increases fear and job stress and lowers the confidence of employees (Cropanzano et al., 1997; Miller, Rutherford, & Kolodinsky, 2008). It which ultimately results in productivity loss, low organisational commitment and can reduce profits (Witt, Andrews, & Kacmar, 2000; Miller, Rutherford, & Kolodinsky, 2008; Vigoda-Gadot & Talmud, 2010).

Employee engagement

Practitioners and scholars differ regarding the best definition and measure of work engagement (Bakker, Albrect, & Leiter, 2011). Engagement

may be generally understood as "a positive, fulfilling, work-related state of mind that is characterised by vigour, dedication, and absorption" (Schaufeli, Salanova, Gonzalez-Roma, Bakker, 2002, p.74). Schaufeli et al.'s (2002) description of engagement involved harnessing of people's selves to their work in a way that they fully invested their cognitive, emotional, and physical resources in their work roles. Essentially, work engagement is demonstrated as involvement, energy, and a concentrated effort to achieve organisational goals (Macey & Schneider, 2008; Schaufeli et al., 2002).

Saks (2006), separated employee engagement into job engagement and organisational engagement based on social exchange theory (Homans, 1958). Job engagement is focused on engagement at one's job, whereas organisational engagement is focused on engagement at one's organisation. Job engagement and organisational engagement mediate the relationship between the antecedents (perceived organisational support, job characteristics, and procedural justice) and employee and organisational outcomes (job satisfaction, organisational commitment, intention to quit, and organisational citizenship behaviour). Engagement has a negative correlation with an employee's desire to leave the organisation (Saks, 2006). It was also found that Employee Engagement is an important factor that influences performance, loyalty, retention, and productivity (Schaufeli and Bakker, 2004; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2000; Salanova, Agut, & Peiro, 2005; Bakker, Hakanen, Demerouti, & Xanthopoulou, 2000; Hakanen, Bakker, & W.B. Schaufeli,

2006; Hallberg, Johansson, Schaufeli, 2007).

There are various other positive results of Employee Engagement. These include creativity and improved performance of roles (Salanova, Agut, & Peiro, 2005; Rothbard & Patil, 2011), work and organisational satisfaction, as well as reduction in burnout and health-related issues (Hallberg & Schaufeli, 2006; Koyuncu, Burke, & Fiksenbaum, 2006). Gallup (2004), Hewitt (2005) and Tower Perrin (2007) concluded that high employee engagement levels leads to increases in customer loyalty, profitability, and business growth.

Perception of Organisational Politics and Employee Engagement

The reviewed literature reveals that research on the effect of perception about politics and employee engagement and other job related behavioural outcomes are few. Politics inside any organisation may reduce job satisfaction among the employees, increase the feeling of neglect and increase the intention to leave (Duliebohn, 1998; Hirschman, 1970). Organisational politics creates a negative impact on work-related feelings and therefore increases disengagement (Vigoda, 2000). Often employees show psychological and physiological withdrawal from their task performance if they believe that they are working in an organisation that is highly political and where more powerful people get the maximum share of all types of benefits (Cropanzano et al., 1997; Farrell & Rusbult, 1992)

The immediate reaction of any employee towards organisational politics

is in the form of change in attitude towards their job; it has a negative correlation with job gratification and commitment towards the organisation. Among other negative effects are time wastage, sharing confidential and vital information, and fabrication of communication (Drory, 1993; Vredenburgh & Maurer, 1984). Vredenburgh and Maurer (1984) stated that perceptions of organisational politics are vital in comparison to behaviour towards politics because the reactions of an employee are generally based on perceptions rather than an occurrence of politics.

Karatepe (2013) also stated that organisational politics is negatively related to work engagement. Organisational politics creates more influence on employees holding low status in comparison to high status (Drory, 1993), and it enhances job anxiety, reduces satisfaction towards the job and increases intention to leave (Gotsis & Kortezi, 2010). Thus, the hypotheses for the current study are formulated as:

Hypothesis 1a: Perception of Organisational Politics negatively affects Work Engagement.

Hypothesis 1b: Perception of Organisational Politics negatively affects Organisational Engagement.

Personality

Personality refers to the unique and relatively stable pattern of behaving and thinking across different situations. Personality influences work attitude and behaviour (Costa & McCrae, 1992) and has the potential to explain the employee-employer relationship (Raja, Johns, & Ntalianis, 2004; Tallman & Bruning, 2008).

To assess the impact of perception about politics and employee engagement in this research, as well as to know whether personality dimensions moderates the relationship between the two factors, the popular and widely accepted five factor model of personality is chosen. According to the model, the five dimensions of Extraversion, Conscientiousness, Agreeableness, Openness to Change and Neuroticism collectively may describe the individual personality completely. High to low are the two extremes, which are used to measure the degree of these dimensions.

Extraversion is the degree to which a person is outgoing, talkative, sociable, and enjoys socialising (Teng, 2008). Employees with extrovert personality traits are independent, active, ambitious, confident, talkative and have a good number of friends and hence they socialise more. Extroverts develop good relationships; they pursue required and desired information from these and thereby adjust to new jobs comfortably in comparison to introverts (Costa & McCrae, 1992; Wanberg & Kammeyer-Mueller, 2000). Catell (1981) stated that extroverts' assertiveness is connected to their desire to get increased status and remuneration. Extraversion is often found to be positively linked with better performance on the job, better ability to work in teams, high gratification from the job and increased organisational commitment (Kichuk & Wiesner, 1997; Judge & Bono, 2000; Judge & Ilies, 2002; Erdheim, Wang, & Zickar, 2006; Tallman & Bruning, 2008). Extraverts tend to be positive and hence in comparison to introverts, they have high Work Engagement (Costa & Mc-

Crae, 1980; Diener, 1984). Thus, the study proposes its second hypotheses:

Hypothesis 2a: Extraversion moderates the relationship between Perception for organisational Politics and Work Engagement.

Hypothesis 2b: Extraversion moderates the relationship between Perception for Organisational Politics and Organisational Engagement.

The **agreeableness** personality dimension refers to a person's preferences for interpersonal interactions that can vary from compassion to antagonism (Costa & McCrae, 1992). Ho, Weingart, & Rousseau (2003) stated that for people with high agreeable personality traits, interpersonal relationships are valuable, and such people are usually concerned with developing and sustaining positive and good relationships with others around them. Thus, the study proposes its third hypotheses:

Hypothesis 3a: Agreeableness moderates the relationship between Perception for organisational Politics Work Engagement.

Hypothesis 3b: Agreeableness moderates the relationship between Perception for Organisational Politics and Organisational Engagement.

Conscientiousness refers to the degree to which a person is organised, systematic, punctual, achievement-oriented, and dependable. Over various professions and jobs, the level of employee's performance can be consistently predicted by degree of conscientiousness (Barrick & Mount, 1991). Elevated levels of conscientiousness have a significantly positive relationship with a high need for achievement, hard work, self-control, job involve-

ment and commitment towards the Organisation (Meyer, Paunonen, Gellatly, Goffm, & Jackson, 1989; Costa, McRae & Dye, 1991; Organ & Lingl, 1995). Because of self-discipline and obedience (Erdheim, Wang, & Zickar, 2006) people with high consciousness are more inclined towards completing a task rather than getting rewards for it (Stewart & Stewart, 1996). Thus, this study proposes its fourth hypotheses:

Hypothesis 4a: Conscientiousness moderates the relationship between Perception for organisational Politics and Work Engagement.

Hypothesis 4b: Conscientiousness moderates the relationship between Perception for Organisational Politics and Organisational Engagement.

Neuroticism or emotional instability refers to the degree to which a person is anxious, irritable, temperamental, and moody (Teng, 2008). High Neurotic personalities rarely trust people and it is difficult for them to develop and uphold relationships. As a result, they face many problems and failures at work and in their personal life as well (Judge, Higgins, Thoresen, & Barick, 1999; Klein, Beng-Chong, Saltz, & Mayer, 2004). Neurotics have the tendency to concentrate more on the adverse side of situations; they are afraid of change and are poor team performers too. On the other hand, low neuroticism is associated with doing things in a more balanced way (Kichuk & Wiesner, 1997; Ho Weingart, Rousseau, 2003). Research has proven that neuroticism creates stress and is negatively related with job satisfaction (Judge & Bono, 2000; Bozionelos, 2004), affective commitment, positive behaviour, and positive attitude to-
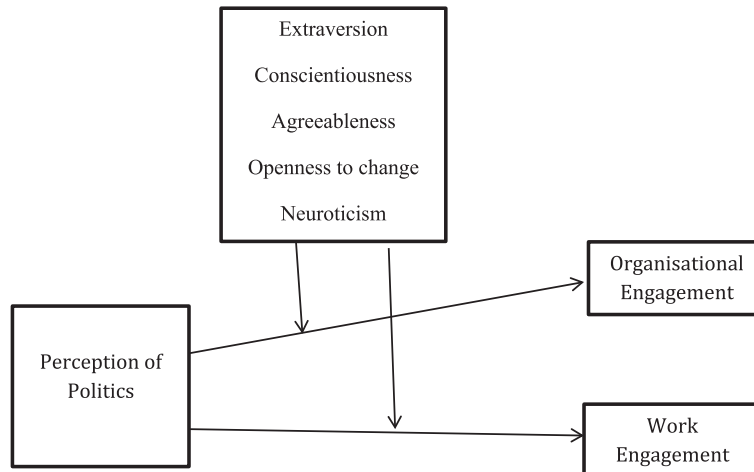
Figure 1. Conceptual framework of the study

wards work (Naquin & Holton, 2002; Gelade, 2006). Thus, study proposes its fifth hypotheses:

Hypothesis 5a: Neuroticism moderates the relationship between Perception for Organisational Politics and Work Engagement.

Hypothesis 5b: Neuroticism Openness moderates the relationship between Perception for organisational Politics and Organisational Engagement.

Openness to experience is the degree to which a person is curious, original, intellectual, creative, and open to innovative ideas. Such personalities are eager to develop new skill sets and competence and hence they flourish in flexible and training-oriented settings. (Barrick & Mount, 1991; Lievens, Harris, Van Keer, & Bisqueret, 2003). Open people have a high need for autonomy, adaptability towards change as well as tend to have an unconventional and distinct imagination that makes them high in creativity and innovation (Costa & McCrae, 1992; Teng, 2008). Such people are willing to work with those employers who give them their desired freedom to

present and implement their latest ideas and to let them grow to fulfil their needs (Tallman & Bruning, 2008). Open people are comparatively more productive than some other personality types and put their best efforts to meet deadlines (Lounsbury, Loveland, & Gibson, 2003). Thus, this study proposes its sixth hypotheses:

Hypothesis 6a: Openness moderates the relationship between Perception for Organisational Politics and Work Engagement.

Hypothesis 6b: Openness moderates the relationship between Perception for organisational Politics and Organisational Engagement.

Objective

The objective of the current study is to analyse the effect of Perception for Organisational Politics on Employee Engagement levels and to assess whether personality traits play any moderating role in the relationship between Perception for Organisational Politics and Employee Engagement. Based on these objectives, the study proposed the six hypotheses mentioned above.

Methodology

Based on the proposed objectives and hypotheses, the following conceptual model was formulated for the research study (Figure 1).

For collecting the data, a structured questionnaire in English along with a cover letter explaining the purpose of the study and an assurance of maintaining confidentiality of identity was distributed to 450 employees working in middle and top-level management positions in private sector organisations in India. 388 completed questionnaires were received, which were utilised for the analysis. Convenience sampling was used to select the respondent population sample but participation in the study was completely on voluntary basis. SPSS version 21 was used to analyse the data.

Measures

Independent variable. Perception for Organisational Politics was the main predictor of the study and for measuring it, Perception of Organisational Politics Scale (POPS) developed by Kacmar & Carlson (1994) was used. This scale was a 6-item version of the modified 40-item scale originally developed by Kacmar & Ferris (1991). POPS is a five-point rating scale "1 = strongly disagree to 5 = strongly agree". Reliability coefficient for the scale was .848.

Moderating variables. The personality traits of agreeableness, extraversion, conscientiousness, neuroticism, and openness to change were the five moderating variables for the study. For measuring them, a 44-item inventory measuring an individual on the Big Five Factors (dimensions) of personality developed by Goldberg (1993) was used. Personality traits were rated on a 5-point scale (1 = Strongly disagree; 5 = Strongly agree). Reliability coefficient for agreeableness was .867, for extraversion .764, for conscientiousness .838, for neuroticism .807 and for openness to change the result was .716.

Dependent variable. Employee Engagement in the study was measured by using two types of engagement scales. For Work Engagement, the Utrecht Work Engagement Scale 9 item short form based on Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006) was used and for Organisational Engagement the 6-item scale by Saks (2006) was used. Both levels of engagements were measured on the five-point rating scale of "1 = strongly disagree to 5 = strongly agree". Reliability coefficient for Work Engagement was .787 and for Organisational Engagement the result was .777.

Control variables. Demographic variables (gender, age, qualification, experience, and position in Organisation) were controlled for the analysis in the study.

Analysis and Results

Descriptive statistics

The descriptive statistics for variables is shown in Table 1. The mean of gender was (M = 1.50) with (S.D. = .500), 49.2% respondents were male and 50.8% were female. 138 respondents were postgraduate, 220 graduates, 27 studied until high school and 3 until matric. Work experience of the respondents ranged between 3 to 26

Table 1. Descriptive Statistics of Data (N = number of employees tested)

	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
WE	388	24.00	21.00	45.00	34.1598	0.28368	5.58794	31.225
OE	388	18.00	12.00	30.00	20.0232	0.22249	4.38249	19.206
POP	388	15.00	15.00	30.00	25.2448	0.20218	3.98244	15.860
Ext.	388	21.00	17.00	38.00	27.5593	0.27647	5.44591	29.658
Agr.	388	30.00	15.00	45.00	30.7990	0.36026	7.09630	50.357
Con.	388	32.00	13.00	45.00	32.5954	0.31280	6.16137	37.962
Neu.	388	28.00	10.00	38.00	22.8015	0.29817	5.87328	34.495
Open.	388	24.00	23.00	47.00	35.2603	0.24295	4.78550	22.901
Valid N (list wise)	388							

Table 2. Correlation among dependent, independent, and moderating variables

		WE	OE	POP	Ext.	Agr.	Con.	Neu.	Ope
WE	Pearson Correlation	1	0.525**	-0.169**	0.309**	0.324**	0.541**	-0.382**	0.414**
	Sig. (2-tailed)		0.000	0.001	0.000	0.000	0.000	0.000	0.000
OE	Pearson Correlation	0.525**	1	-0.363**	0.112*	0.230**	0.329**	-0.130*	0.299**
	Sig. (2-tailed)	0.000		0.000	0.027	0.000	0.000	0.010	0.000
POP	Pearson Correlation	-0.169**	-0.363**	1	-0.225**	-0.114*	-0.231**	0.189**	-0.261**
	Sig. (2-tailed)	0.001	0.000		0.000	0.024	0.000	0.000	0.000
Ext.	Pearson Correlation	0.309**	0.112*	-0.225**	1	-0.149**	0.395**	-0.145**	0.365**
	Sig. (2-tailed)	0.000	0.027	0.000		0.003	0.000	0.004	0.000
Agr.	Pearson Correlation	0.324**	0.230**	-0.114*	-0.149**	1	0.211**	-0.615**	0.222**
	Sig. (2-tailed)	0.000	0.000	0.024	0.003		0.000	0.000	0.000
Con.	Pearson Correlation	0.541**	0.329**	-0.231**	0.395**	0.211**	1	-0.378**	0.606**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.000	0.000
Neu	Pearson Correlation	-0.382**	-0.130*	0.189**	-0.145**	-0.615**	-0.378**	1	-0.332**
	Sig. (2-tailed)	0.000	0.010	0.000	0.004	0.000	0.000		0.000
Ope	Pearson Correlation	0.414**	0.299**	-0.261**	0.365**	0.222**	0.606**	-0.332**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	

**Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed). List wise N = 388

years and ages were between 22 to 58 years.

Correlations

The correlation results (Table 2) reveal that Organisational Engagement is negatively correlated with Perception for Organisational Politics (r = -.363, p < 0.01) and with Work Engagement (r = -.169, p < 0.01). Except for Neuroticism (r = .382, p < 0.01), Work Engagement is positively related to all Big Five personality traits starting from the highest level of r, Conscientiousness (r =. 541, p < 0.01), Openness to Change (r = .414, p < 0.01),

Agreeableness (r = .324, p < 0.01) to lowest r of Extraversion (r = .309, p < 0.01).

Similarly, Work Engagement also has a positive relation with all Big Five personality traits except Neuroticism (r = -.382, p < 0.05), Contentiousness (r = .329, p < 0.01), Openness to Change (r = .299, p < 0.01), Agreeableness (r = .230, p < 0.01) and Extraversion (r = .112, p < 0.05).

Regression

Regression results (Table 3, 4) reflect that Perception for organisational Pol-

Table 3. Regression results for work engagement and perception of
organisational politics; organisational engagement and perception of
organisational politics (obtained from model summary)

Outcome variable	R	R square	R square change	Sig. F
WE	0.169[a]	0.029	0.029	0.001
OE	0.363[a]	0.131	0.131	0.000

Predictors: (constant), perception of organisational politics

Table 4. Regression results for work engagement and perception of
organisational politics; organisational engagement and perception of
organisational politics (obtained from coefficient)

	B	Beta	t	Sig.
(Constant) /WE	40.141		22.313	0.000
POP	-0.237	-0.169	-3.366	0.001
(Constant) /OE	30.097		22.561	0.000
POP	-0.399	-0.363	-7.645	0.000

itics is significant in predicting Work Engagement (p < .001); both variables are negatively and significantly related with each other (beta = -.169, p < .001). 2.9% of the variation in Work Engagement is explained by Perception for organisational Politics (R square = .029). Each unit increase in Perception for organisational Politics can decrease Work Engagement by 23.7% (b = -.237). Organisational Engagement and Perception for organisational Politics also have a negative relation (beta = -.363, p < .000) with each other. Perception for organisational Politics can explain 13.1% of variations in Organisational Engagement (R square = .131). Change of one unit in Perception for organisational Politics can decrease OE by 39.9% (B = -.399); the model is significant by holding p-value .000. Results of correlation and regression analysis prove that hypothesis 1a & 1b regarding Perception for Politics affects Organisational and Work Engagement negatively are accepted.

Moderation

Moderation was examined by con-structing ten hierarchical regression equations by using SPSS (five for Work Engagement and five for Organisational Engagement) that includes Perception for Organisational Politics, five personality traits and the multiplicative terms representing the interaction between each personality trait and Perception for organisational Politics. Results of moderation analysis (Table 5, 6) show that none of the personality traits significantly moderate the relationship between Perception for organisational Politics and Work Engagement because none of the moderation equations show a significant R value and t. However, moderation analysis for Agreeableness reveals that R square changed from .168 to .255, which means the variable entered in model 2 explains 8.7% more variation in Organisational Engagement in comparison to model 1. Constant value of Organisational Engagement 20.024 is reducing by -.375 with an increase of each unit of Perception for organisational Politics, whereas it is increased by .118 with every additional unit of Agreeableness. The interaction term of Perception for Organisational Politics.

Table 5. Moderating effect of five moderating variables on the relationship between work engagement and perception of politics; the relationship between organisational engagement and perception of politics (obtained from model summary)

Model (WE) Predictors	R Square	R Square Change	Sig. F Change	Model (OE) Predictors	R Square	R Square Change	Sig. F Change
1. (Constant), Cext, Cpop	0.106	0.106	0.000	1. (Constant), Cext, Cpop	0.132	0.132	0.000
2. (Constant), Cext, Cpop, MpapExt	0.106	0.000	0.812	2. (Constant), Cext, Cpop, MpopExt	0.144	0.011	0.024
1. (Constant), Cagre, Cpop	0.123	0.123	0.000	1. (Constant), Cagre, Cpop	0.168	0.168	0.000
2. (Constant), Cagre, Cpop, MpopAgr	0.182	0.059	0.000	2. (Constant), Cagre, Cpop, MpopAgr	0.255	0.087	0.000
1. (Constant), Ccon, Cpop	0.294	0.294	0.000	1. (Constant), Ccon, Cpop	0.135	0.135	0.000
2. (Constant), Ccon, Cpop, MpopCon	0.295	0.000	0.612	2. (Constant), Ccon, Cpop, MpopCon	0.140	0.005	0.150
1. (Constant), Cneu, Cpap	0.155	0.155	0.000	1. (Constant), Cneu, Cpap	0.135	0.135	0.000
2. (Constant), Cneu, Cpap, MpapNeu	0.172	0.016	0.006	2. (Constant), Cneu, Cpap, MpapNeu	0.140	0.005	0.150
1. (Constant), Cope, Cpap	0.175	0.175	0.000	1. (Constant), Cope, Cpap	0.176	0.176	0.000
2. (Constant), Cope, Cpap, MpapOpe	0.185	0.010	0.031	2. (Constant), Cope, Cpap, MpapOpe	0.177	0.001	0.463

Dependent variable: work engagement   Dependent variable: organisational engagement

Agreeableness increases the value of Organisational Engagement by .051, with the regression coefficient for interaction term is .306 with p<. 000. Therefore, it can be concluded that Agreeableness significantly moderates the relationship between Perception for organisational Politics and Organisational Engagement.

At the same time, moderation analysis for Neuroticism reflects that R square for model 1 is .135 and for model 2 the result is .165, which means the variable entered in model 2 explains 3.6 % more variance in Organisational Engagement in comparison to model 1. The gradient and regression coefficients for Perception for Organisational Politics are -.386, -.351 and for Neuroticism -.48, -.064. For the interaction term, the gradient coefficient value is -.037 and the regression coefficient is -.193 with p < .000, which means model 2 is significant and Neuroticism moderates the relation between Organisational Engagement and Percep-

tion for Organisational Politics. Hence hypothesis 3b and 5b are accepted.

Conclusion and Suggestions

Employee Engagement is considered to be a powerful attribute to achieve organisational success, growth, and stability. Since the past decade, various organisations have been investing their efforts, time, and money to increase the level of engagement among their employees. At the same time, it cannot be denied that politics affects almost every employee with varied magnitude (Kachmar & Ferris, 1991) and thereby becomes an inevitable and significant part of the entire organisation. The result often is employees who consider themselves a victim of office politics create negative behaviours not only towards work but also towards the entire organisation (Karatepe, 2013). Like Vigoda (2000) and Karatepe (2013), the analytical results of the study conclude that Perception of Organisational Politics exists among all the employees working in

Table 6. Moderating effect of five moderating variables on the relationship between work engagement and perception of politics; the relationship between organisational engagement and perception of politics (obtained from coefficient)

WE	B	Beta	t	Sig	OE	B	Beta	t	Sig.
1(Constant)	34.160		126.995	0.000	1(Constant)	20.024		96.375	0.000
Cpop	-0.147	-0.105	-2.118	0.035	Cpop	-0.391	-0.355	-7.295	0.000
Cext	0.292	0.285	5.760	0.000	Cext	0.026	0.032	0.657	0.512
2(Constant)	34.142		121.969	0.000	2(Constant)	19.891		92.602	0.000
Cpop	-0.145	-0.104	-2.082	0.038	Cpop	-0.379	-0.345	-7.080	0.000
Cext	0.290	0.283	5.625	0.000	Cext	0.010	0.013	0.256	0.798
MpopExt	-0.004	-0.012	-0.238	0.812	MpopExt	-0.027	-0.110	-2.267	0.024
1(Constant)	34.160		128.242	0.000	1(Constant)	20.024		98.393	0.000
Cpop	-0.187	-0.134	-2.779	0.006	Cpop	-0.375	-0.341	-7.281	0.000
Cagr	0.244	0.309	6.436	0.000	Cagr	0.118	0.191	4.091	0.000
2(Constant)	34.333		132.211	0.000	2(Constant)	20.189		103.881	0.000
Cpop	-0.264	-0.188	-3.956	0.000	Cpop	-0.448	-0.407	-8.968	0.000
Cagre	0.265	0.337	7.209	0.000	Cagre	0.139	0.225	5.051	0.000
MpopAgr	0.054	0.251	5.263	0.000	MpopAgr	0.051	0.306	6.711	0.000
1(Constant)	34.160		142.971	0.000	1(Constant)	20.023		100.059	0.000
Cpop	-0.066	-0.047	-1.061	0.289	Cpop	-0.333	-0.303	-6.445	0.000
Ccon	0.481	0.530	12.042	0.000	Ccon	0.184	0.259	5.519	0.000
2(Constant)	34.129		138.352	0.000	2(Constant)	19.938		96.826	0.000
Cpop	-0.062	-0.044	-1.002	0.317	Cpop	-0.324	-0.295	-6.253	0.000
Ccon	0.481	0.531	12.041	0.000	Ccon	0.187	0.262	5.594	0.000
MpopCon	-0.005	-0.022	-0.508	0.612	MpopCon	-0.015	-0.077	-1.686	0.093
1(Constant)	20.024		96.540	0.000	1(Constant)	34.160		130.693	0.000
Cpop	-0.386	-0.351	-7.264	0.000	Cpop	-0.141	-0.100	-2.100	0.036
Cneu	-0.048	-0.064	-1.322	0.187	Cneu	-0.345	-0.363	-7.608	0.000
2(Constant)	20.189		97.345	0.000	2(Constant)	34.303		129.781	0.000
Cpop	-0.430	-0.391	-8.086	0.000	Cpop	-0.179	-0.128	-2.640	0.009
Cneu	-0.043	-0.057	-1.205	0.229	Cneu	-0.341	-0.358	-7.571	0.000
MpopNeu	-0.037	-0.193	-4.061	0.000	MpopNeu	-0.032	-0.131	-2.753	0.006
1(Constant)	34.160		132.265	0.000	1(Constant)	20.023		98.897	0.000
Cpop	-0.091	-0.065	-1.357	0.176	Cpop	-0.336	-0.305	-6.372	0.000
Cope	0.464	0.397	8.283	0.000	Cope	0.200	0.219	4.568	0.000
2(Constant)	34.299		129.433	0.000	2(Constant)	19.986		95.694	0.000
Cpop	-0.130	-0.092	-1.872	0.062	Cpop	-0.326	-0.296	-5.966	0.000
Cope	0.496	0.425	8.598	0.000	Cope	0.192	0.209	4.213	0.000
MpopOpen	0.028	0.109	2.160	0.031	MpopOpen	-0.008	-0.037	-0.735	0.463

Dependent variable: work engagement   Dependent variable: organisational engagement

Abbreviations used in tables:
WE- Work Engagement
OE- Organisational Engagement
POP- Perception for politics
Agr.- Agreeableness
Con.- Contentiousness
Neu.- Neuroticism
Open- Openness to change

different organisations, and it is negatively affecting levels of Work and Organisational Engagement levels. From the study results, it can be said that every individual hold various levels of engagement for organisation and work (Saks, 2006).

Another outcome of the study complements the research of Gandz & Murray (1980) and Costa & McCrae (1992) regarding the difference in personality dimensions influencing how employees respond to a situation. The study reveals that the chosen five personal-

ity dimensions affect both types of Engagements, but Work Engagement is more influenced in comparison to Organisational Engagement. Among all dimensions, Conscientiousness is the most beneficial personality dimension followed by Openness to change, Agreeableness and then Extraversion are last. The reason behind Contentiousness being the most favourable trait may be attributed to eagerness to finish a task efficiently without looking for external rewards (Stewart & Stewart, 1996), demanding work and dedication towards the organisation (Meyer, Paunonen, Gellatly, Goffm, & Jackson, 1989; Costa, McRae, & Dye, 1991; Organ & Lingl, 1995).

This study also concludes that employees high in Neuroticism neither have positive values for Organisational Engagement nor for Work Engagement and a negative Perception of Organisational Politics make this relationship even more undesirable. Neuroticism is an unfavourable personality trait because people high in neuroticism create lot of stress among coworkers because of which they are dissatisfied with their jobs (Judge & Bono, 2000; Bozionelos, 2004) and show negative attitude towards work and ultimately lack commitment towards organisation (Naquin & Holton, 2002; Gelade, 2006).

Before making a hiring decision, it is advisable that hiring managers assess the personality traits as well technical competence. Based on the correlation result between Perception for organisational Politics, Organisational Engagement and Work Engagement, the study recommends that for reducing the employee turnover, control

of organisational politics can play a vital role and doing so may increase employee's performance level. If organisations want high Work Engagement and Organisational Engagement levels among their employees, managers must obtain maximum benefits out of investments in training programs, welfare schemes, work facilities, career planning and renumeration models. It is important to implement certain policies and procedures that can reduce perceived politics in the organisation. Researches conducted on organisational politics suggest that organisational support may reduce the potential negative effects of organisational politics (Hochwarter, Kacmar, Perrewe, & Johnson, 2003; Randall, Cropanzano, Bormann, & Birjulin, 1999; Shoss & Eisenberger, 2006; Cropanzano et al., 1997). Employees sense greater responsibility towards organisational goals when supervisors and leaders are supportive (Arshadi, 2011) and mitigates employee focus on self-interested agendas (Foongming, 2008). Muhammad (2007) argued that when people do not feel clear about their job responsibilities, they perceive the organisation to be more political, and involving employees in organisational decision-making can reduce organisational politics (Witt, Andrews, & Kacmar, 2000). Another approach to reduce negative influence of organisational politics is emphasising teamwork more (Parker, Dipboye, & Jackson, 1995; Valle & Witt, 2001). By building social support and trust, managers can reduce the unfavourable effects of organisational politics (Vigoda-Gadot & Talmud, 2010).

This study had certain limitations. The target population was from manufac-

turing companies in India and the sample size of 388 may not be sufficiently representative. The analysis was based on self-reported responses (questionnaires), which may create bias in the data. The scope of the present study was limited but it may be further extended to research examining organisational political activities that create undesirable effects on levels of Employee Engagement. Further research may also identify or develop a few interventions to stop or reduce negative outcomes. Furthermore, research may be conducted on identifying skills to handle politics and their effect on employee's tenure and performance in the organisation. Through examination of perception of politics, engagement and personality related attributes, academicians may develop a theoretical model that will benefit organisations by promoting a fair and healthy work environment; implementation of the model may help organisations to hire employees who have more positive and desirable traits towards enhancing level of engagement in them.

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