

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

IJR
CM



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.,

Open J-Gate, India [link of the same is duly available at Infibnet of University Grants Commission (U.G.C.)],

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 4456 Cities in 177 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	ORGANIZATIONAL CITIZENSHIP PERFORMANCE AS AN ANTECEDENTS TO ORGANIZATIONAL PERFORMANCE: AN EMPIRICAL STUDY <i>DR. M. RAMAKRISHNAN</i>	1
2.	AN ANALYSIS OF THE EFFECTS OF MOBILE MONEY TRANSFER (MMT) ON WATER BILL DEFAULT RATIO: A CASE OF NAKURU WATER AND SANITATION SERVICES COMPANY (NAWASSCO) <i>SAMUEL KIMANI KAMAU, MARY BOSIRE & IRENE RIUNGU</i>	7
3.	IMPACT OF CORPORATE GOVERNANCE ON CORPORATE REPUTATION <i>V. KUMARAN & DR. R. THENMOZHI</i>	13
4.	ANALYSING THE GLOBAL IMPACT OF VOLATILITY ON THE INDIAN STOCK MARKET <i>DR. K. K. DAVE & SONAL SINGHVI</i>	19
5.	SECTORAL INDICES: ANALYSIS AND IMPACT ON NATIONAL STOCK INDEX <i>DR. JAGDEEP SINGH, HERPREET KAUR & NITU GUPTA</i>	26
6.	WORK LIFE BALANCE (WLB): A CHALLENGE FOR EMPLOYEES IN INDIA <i>DR. POOJA DASGUPTA & KHUSHBU DUBEY</i>	29
7.	ANDROID HUMANOID ROBOT - (HRP-4C) <i>ANURAG GUPTA</i>	33
8.	STUDY OF IFRS AND HARMONIZATION WITH COUNTRY SPECIFIC ACCOUNTING STANDARD <i>DR. SREEMOYEE GUHA ROY</i>	35
9.	CONSUMER PREFERENCE TOWARDS PACKED WATER IN TUTICORIN <i>S. ATHILINGA SENJITH</i>	42
10.	A STUDY ON THE CUSTOMER PERCEPTION TOWARDS E-BANKING IN RAIPUR CITY <i>NAZHAT TAHSEEN</i>	45
11.	MORALE AND MOTIVATION <i>DR. ANJALI SRIVASTAV</i>	51
12.	VIRTUAL CURRENCY – EMERGENCE OF BITCOIN <i>K. SHREE JYOTHI, Y. KALYANI & S. SANGEETA</i>	53
13.	DIGITAL MARKETING MIX OF FLIPKART: AN OVERVIEW <i>SHEENA DAS & SENTHIL KUMAR.R</i>	58
14.	BIG DATA USING HADOOP MAP REDUCE <i>TAYYABA HASHMI & PRAMILA SHINDE</i>	60
15.	INVESTORS PREFERENCE TOWARDS VARIOUS INVESTMENT OPTIONS <i>DR. SHUBHRA GUPTA & PRIYANKA MADAAN</i>	64
16.	A CONCEPTUAL STUDY ON PEOPLE MANAGEMENT: CHALLENGES AND ISSUES FACED BY THE CORPORATE <i>USHA SHREE.V</i>	69
17.	EFFECTS OF ORGANIZATIONAL POLITICS ON EMPLOYEE PERFORMANCE AT CONTAINER FREIGHT STATIONS (CFS) IN MOMBASA COUNTY <i>TERESIAH WAIRIMU KARANJA & DR. JOSEPH OBWOGI</i>	75
18.	NEED OF MICRO INSURANCE IN INDIAN SCENARIO WITH SPECIAL REFERENCE TO UDUPI DISTRICT <i>MALLIKA A SHETTY</i>	79
19.	REACHING TOWARDS ORGANIC FARMING <i>SHALLU</i>	88
20.	PERFORMANCE OF INDIA'S AND CHINA'S MANUFACTURING GOODS EXPORT TO BANGLADESH: CONSTANT MARKET SHARE ANALYSIS <i>MANJEETA SINGH</i>	93
	REQUEST FOR FEEDBACK & DISCLAIMER	98

CHIEF PATRON**PROF. K. K. AGGARWAL**

Chairman, Malaviya National Institute of Technology, Jaipur
 (An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)
 Chancellor, K. R. Mangalam University, Gurgaon
 Chancellor, Lingaya's University, Faridabad
 Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
 Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON**LATE SH. RAM BHAJAN AGGARWAL**

Former State Minister for Home & Tourism, Government of Haryana
 Former Vice-President, Dadri Education Society, Charkhi Dadri
 Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

FORMER CO-ORDINATOR**DR. S. GARG**

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISORS**PROF. M. S. SENAM RAJU**

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR**PROF. R. K. SHARMA**

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

EDITORIAL ADVISORY BOARD**DR. RAJESH MODI**

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. PARVEEN KUMAR

Director, M.C.A., Meerut Institute of Engineering & Technology, Meerut, U. P.

PROF. H. R. SHARMA

Director, Chhatrapati Shivaji Institute of Technology, Durg, C.G.

PROF. MANOHAR LAL

Director & Chairman, School of Information & Computer Sciences, I.G.N.O.U., New Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

PROF. R. K. CHOUDHARY

Director, Asia Pacific Institute of Information Technology, Panipat

DR. ASHWANI KUSH

Head, Computer Science, University College, Kurukshetra University, Kurukshetra

DR. BHARAT BHUSHAN

Head, Department of Computer Science & Applications, Guru Nanak Khalsa College, Yamunanagar

DR. VIJAYPAL SINGH DHAKA

Dean (Academics), Rajasthan Institute of Engineering & Technology, Jaipur

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHINDER CHAND

Associate Professor, Kurukshetra University, Kurukshetra

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

DR. BHAVET

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

ASSOCIATE EDITORS**PROF. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

ASHISH CHOPRA

Sr. Lecturer, Doon Valley Institute of Engineering & Technology, Karnal

FORMER TECHNICAL ADVISOR**AMITA**

Faculty, Government M. S., Mohali

FINANCIAL ADVISORS**DICKIN GOYAL**

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT**SURENDER KUMAR POONIA**

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. COVERING LETTER FOR SUBMISSION:

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled ' _____ ' for possible publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to their inclusion of names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR :

Designation :

Institution/College/University with full address & Pin Code :

Residential address with Pin Code :

Mobile Number (s) with country ISD code :

Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No) :

Landline Number (s) with country ISD code :

E-mail Address :

Alternate E-mail Address :

Nationality :

NOTES:

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. **pdf. version is liable to be rejected without any consideration.**
 - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**
New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
 - c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
 - d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
 - e) **Abstract alone will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
 - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
 - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be **bold typed, centered** and **fully capitalised**.
 3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
 4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
 5. **ABSTRACT:** Abstract should be in **fully italicized text**, ranging between **150 to 300 words**. The abstract must be informative and explain the background, aims, methods, results & conclusion in a **SINGLE PARA. Abbreviations must be mentioned in full.**
 6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations.
 7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aeaweb.org/econlit/jelCodes.php, however, mentioning JEL Code is not mandatory.
 8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER. It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
 9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
 10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
 11. **MAIN TEXT:**

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably range from 2000 to 5000 WORDS.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.**
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, horizontally centered with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word should be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section: Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they are supposed to follow Harvard Style of Referencing. **Also check to make sure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parenthesis.
 - **Headers, footers, endnotes and footnotes should not be used in the document.** However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders after the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

EFFECTS OF ORGANIZATIONAL POLITICS ON EMPLOYEE PERFORMANCE AT CONTAINER FREIGHT STATIONS (CFS) IN MOMBASA COUNTY

TERESIAH WAIRIMU KARANJA
STUDENT

JOMO KENYATTA UNIVERSITY OF AGRICULTURE & TECHNOLOGY
MOMBASA

DR. JOSEPH OBWOGI
SR. LECTURER

TECHNICAL UNIVERSITY OF MOMBASA
MOMBASA

ABSTRACT

Organizational politics have been a major concern in the contemporary business world. As organizations face each other (competitors) in the ever-competitive market(s), there have been untold levels of inter-organizational political play, and this has spread to intra-organizational politics. The intra-organizational political challenge has been in existence since time immemorial since interests have always been a dividing factor even among people from the same parents. Consequently, organizational politics have been rampant at the international, regional, national, as well as local levels, as has been highlighted in this proposal. Organizational politics have had immeasurable impacts on the workplace environment, but they have worsened with the increase in favouritism from diverse quarters including race, ethnicity, age, class, gender, education, and political affiliations among others.

KEYWORDS

career development, competitive advantage, employee retention, training.

JEL CODE

J23 employment determination, job creation, demand for labor; self-employment.

1.0 INTRODUCTION

Organizational politics is as an activity that permits people in organization to accomplish goals without going through proper channels. Whether political activities assist or harm the organization depends on whether the goals of individuals are consistent with the goals of organization. There has no doubt that political beliefs are an ordinary observable fact in every organization. Organizational politics represented devious behaviour of employees towards their work environment only for their self-interests. These self-interests may be at the cost of other employees or may be organizational goals as well. Organizational politics is the part of the social fabric of any organization. Power, influence and politics have at least some effect on every member of an organization and thus on the entire organizational unit.

Perceptions of Organizational politics are very important aspect of Organizational life with respect to its members as these influence various processes which ultimately affect performance of employees. Since the 1990s, perceptions of organizational politics (POPs) have been extensively studied and have emerged as a good predictor of job outcomes and job performance (Kacmar, Bozeman, Carlson, & Anthony, 1999; Valle & Perrewé, 2000; Vigoda-Gadot, 2003; Vigoda-Gadot & Drory, 2006). Organizational politics is an elusive type of power relationship in the workplace. It represents a unique domain of interpersonal relations, characterized by the direct or indirect (active or passive) engagement of people in influence tactics and power struggles. These activities are frequently aimed at securing or maximizing personal interests or, alternatively, avoiding negative outcomes within the organization (Ferris et al., 2002). However, they may also be targeted at securing or maximizing collective interests (team, group, organizational, or social) in cases where several decisions are possible that affect different interests. Organizations are social entities that involve a struggle for resources, personal conflicts, and a variety of influence tactics executed by individuals and groups to obtain benefits and goals in different ways (Molm, 1997). Estimating the political climate of a work unit is a complex task but it is crucial for a better understanding of organizations. OP is usually defined as behavior strategically designed to maximize self-interests (Ferris, Russ, & Fandt, 1989) and therefore contradicts the collective organizational goals or the interests of other individuals.

2.0 LITERATURE REVIEW

To develop a thorough understanding of the conceptual constructs and empirical research for the present study, extensive review of literature was undertaken. This has not only helped in identification of the gaps in the existing body of knowledge but has also enabled to establish a relationship of the present study with what already exists.

2.1 MOMBASA COUNTY

Mombasa County, is the smallest county in the coast province of Kenya, covering an area of 229.7 Km² excluding 65 Km² of water mass. Administratively, the county is segregated into seven divisions, eighteen locations and thirty sub-location and hosts six constituencies namely Mvita, Changamwe, Jomvu Kuu, Likoni, Kisauni and Nyal. Population distribution and settlement patterns in the county are influenced by proximity to roads, water and electricity facilities. The population is also concentrated in areas where there is availability and accessibility to employment opportunities, affordable housing, and security. The key sectors in Mombasa County include port, fishing, tourism and manufacturing.

2.2 OVERVIEW OF ORGANIZATION POLITICS IN CONTAINER FREIGHT STATIONS IN MOMBASA COUNTY

Container Freight Stations (CFSs) are facilities where freight shipments are consolidated or de-consolidated and staged between transport legs. A CFS is typically located in proximity to an ocean, port, or airport, where cargo containers are transported to and from. The year 2000 saw the establishment of the initial CFSs set within the Kenyan port. The objective was to help in handling decongestion of LCL (less-than-container-load) cargo with the ultimate vision of decongestion Mombasa Port. The rise in the demand for more space because of rising cargo landing at Mombasa port created the need of increasing the port's capacity via integrating the prevailing private sector capacity. Presently, the location of the existing CFSs in Mombasa town fall within a ten kilometers radius of the port, as spelt out in their establishment customs requirement.

Primarily, their license allows them to handle LCL and vehicle cargo, which has proven as a crucial reprieve for Mombasa port in reference to space. Presently, Mombasa town has seventeen licensed CFSs, with seven among these being KPA nominees to handle containers; these are Mombasa Island Cargo Terminal, Consolbase CFS, Makupa Transit Terminal to mention but a few. The others (such as Grain Bulk Handlers Ltd, Portside Freight Terminals Ltd, and Regional Logistics Centres) handle containerized merchandise, vehicles, grain, and other bulk/special loads (Kenya Shippers Council, 2011).

CFSs operating in Mombasa are one imperative area where politics have been hampering the growth to an extent of consulting industrial court actions. With seventeen different CFSs, there have been countless conflicts with the Kenya Ports Authority as the regulating body mainly because of disobedience in abiding to

the due processes and abuse of powers. The main notable hindrance to the control or elimination of such conflicts is the attachment to political interests in the nation, a factor that has been affecting many institutions in the country. This has contributed to the abuse of powers such as contravention or evading the necessary tariffs and irregularly levying charges for the benefit of specific individuals.

3.0 IMPORTANCE OF THE STUDY

The study will help in establishing the effects of organizational politics (OP) on employee performance in Container Freight Terminals (CFS) in Mombasa County and hence provide suggestions on sustainable applicable practices on the topical issue. The CFS's in Kenya play a key role in the business growth of the maritime industry which contributes a substantial amount to the growth of the economy of the country.

4.0 STATEMENT OF THE PROBLEM

This study endeavours at relating organizational politics and how it relates to employees performance since 'politics stems from a diversity of interests, and those competing interests must be resolved in some way' (Bauer and Erdogan 2010). The study also tries to highlight how office politics can be used for the mutual benefit of the organization since, without political awareness and skill, we face the inevitable prospect of becoming immersed in bureaucratic infighting, parochial politics and destructive power struggles, which greatly retard organizational initiative, innovation, morale, and performance. In literature, employees revealing dysfunctional outcomes for individuals, groups or organizations have construed organizational politics in negative terms. Thus, organizational politics affect the employees' performance in noticeable ways. This paper aims at unearthing the manner in which organizational politics relates with friendship among employees, employees' job satisfaction, employees commitment to the organization, employees job involvement, and the employees' turnover intentions. Majority of the scholars have focused on the negative aspects of organizational politics, seeing it as representative of the dark side of human conduct, while there have been minimal effort to illustrate the role played by the same organizations in the wellbeing of the organization. In this regards, organizational politics has been considered almost synonymous with manipulation, coercive influence tactics, and other subversive and semi-legal actions. The relationship between organizational politics and organizational relationships and performance versus the outcomes is important because it has both theoretical and practical implications. It can potentially help in creating a better understanding of the meaning of organizational conflict, power, and influence tactics and posit hypotheses regarding their meaning for micro- and macro-level organizational outcomes. Furthermore, it can point to practical tools for handling workplace politics and minimizing its negative effect on members, teams, and the organization as a whole.

5.0 OBJECTIVES

Human beings are political by nature and organizations, as well are full of politics emanating from the diverse interests held by their stakeholders. Organizations need to create an efficient and loyal workforce that is motivated to perform. political behaviour in an organization could be desirable or undesirable and Armstrong (2012) goes further to indicate that organizations consist of individuals who, while they are ostensibly there to achieve a common purpose will, at the same time, be driven by their own needs to achieve their own goals. Loyal, efficient and stable staffs are argued to be one of the key to competitive success (Porter, 1990).

Organizational politics is a global characteristic in organizations and even some of the most successful companies have been hampered by this challenge in notable circumstances. Established and well-known organizations have been affected by this major source of distract in modern business, whose major cause is individuals trying to promote their personal agenda as opposed to the organization's objectives. In particular human resource personnel in the CFSs have to deal with the following factors: (i) gossip (ii) hierarchical persuasion (iii) employee manipulation. (Silbert, 2005). Therefore the research sought to find out the effects of organizational politics in employee performance in CFSs in Mombasa County.

6.0 HYPOTHESES

The container freight stations in Mombasa County are part of the wider transport industry in Kenya. The transport and infrastructure industry in Kenya has experienced massive attention in terms of funding for development in the past five years due to inter-state development projects. This industry forms the backbone of all economic development focus in Kenya. It is therefore crucial to investigate how organizational politics affect employee performance in the CFSs in Mombasa County.

7.0 METHODOLOGY

The study utilized a desktop research technique in seeking facts, general information on the topic, historical background and study results that have been published or exist in public documents. The information was obtained from libraries, newspaper archives and websites, journals and magazines published by various CFSs. A comprehensive review of existing literature i.e., Journals, Books, Magazines, Internet and Newspapers was undertaken to know the contemporary organizational politics scenario in the CFSs and the research undertaken in the field so far. It enabled identification of the prevalent gaps for the study.

8.0 RESULTS AND DISCUSSION

8.1 GENERAL POLITICAL BEHAVIOUR

This dimension consists of the behaviour of the employees acting politically. It explains employees' self-serving way to attain valued outcomes. These political activities specifically grow under the few situations.

A. NON-AVAILABILITY OF RULES

It described when there is no guidance in form of rules and regulations provided to the employees by the organization, they develop their own. Employees develop such policies that provide their own self benefits (Kacmar & Carlson, 1997). In other words, policies only provide benefits to the policy makers.

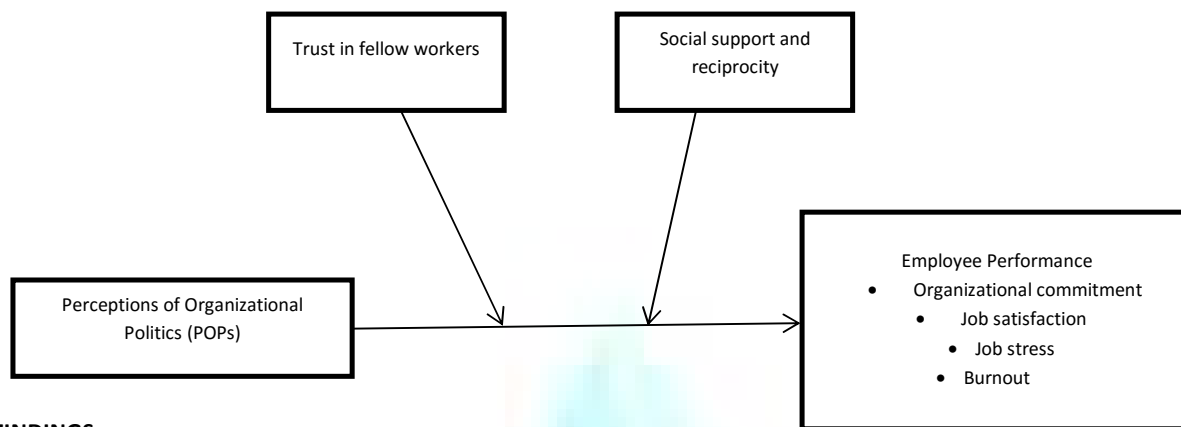
B. DECISION MAKING UNDER UNCERTAINTY

It depicted political influence. When decision is based upon incomplete or vague information and decision maker has to exercise his own analysis and interpretation of the existing data. Vague or incomplete information can be interpreted in different ways resulting in decisions which are not effective, that decisions said to be political.

C. SCARCITY OF VALUED RESOURCES

It means employees in organization do hard work for valuable resources. These employees involve in clashes and implement different influence strategy to get profits and achieve their objectives in a variety of ways. The desirability and immediate benefit of the resource will direct to the decision to take part in political activities.

FIGURE 1: ORGANIZATIONAL POLITICS & EMPLOYEE PERFORMANCE MODEL

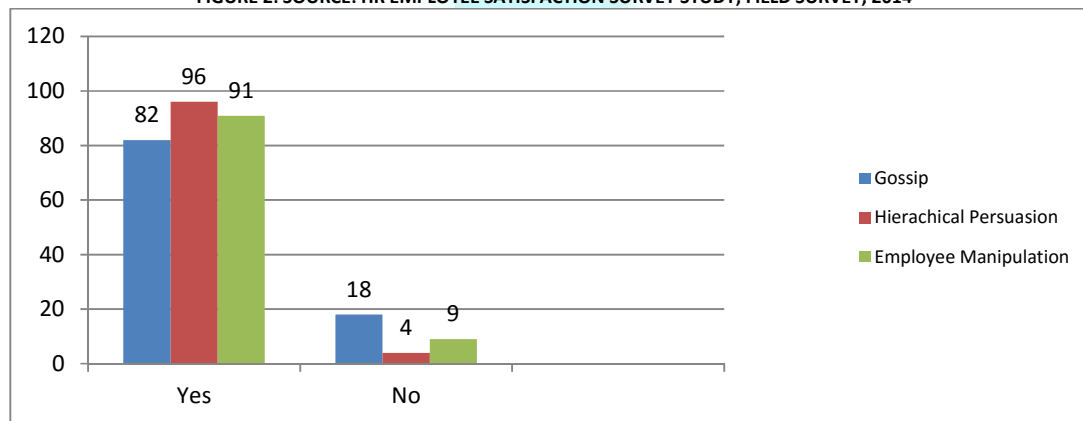


9.0 FINDINGS

9.1 ORGANIZATIONAL POLITICS ASPECTS AND EMPLOYEE PERFORMANCE

From the desktop studies, it was noted that Hierarchical Persuasion had the highest impact on employees' performance, followed by Employee Manipulation with Gossip ranking the lowest. This is as represented in Figure 2 below:

FIGURE 2: SOURCE: HR EMPLOYEE SATISFACTION SURVEY STUDY; FIELD SURVEY, 2014



It was noted that majority of the employees use upward appeal, which involves appealing to the owner or the business's goals in efforts to change the owner's views or behaviours (Carmeli & Schaubroeck, 2007) thus the high ranking of Hierarchical Persuasion. This shows that higher the level of existence of organizational politics will result in lower level of employee's performance and vice versa.

It is an important point to be noted that existing literature has shown that by putting employees to work in the environment prevailing organizational politics in it, the level of the employee's performance tends to decrease. Similarly, majority of the organizations are not considering the existence of organizational politics as a hurdle for improved performance from employees

10.0 RECOMMENDATIONS

Research recommends that the management of the organizations should channelize their human resource towards ensuring that politics in their organizations do not become destructive. Organizations experts like organizational psychologists should be involved to recognize and handle the troubles of their institution. Therefore organizations realize the employees' needs and work for the betterment of the organization environment. It may also propose that the organization should manage development curriculum periodically for their supervisors to better understand the political environment and enable them to take on time remedial actions. Every member of staff should be involved in the setting of the workplace and management should share success with their staff at lower level. It may also recommend that the organization should exercise the workers for enhancing the loyalty of the organization among workers. Research recommends that the organization motivates the human resources to work hard efficiently and effectively for attaining the higher satisfaction. For this organization must gratify the employees on the attainment of a specific task and should assist the human resources to feel excellent. In this way the employees of the organization psychologically and expressively associate with their institution. Organization must arrange orientations for the new employees, which will help them to learn their job tasks. In future the research can be applied in different sectors with others variables. Furthermore mediation effect of different variables in between perception of organizational politics and employee performance can also be explored in future.

11.0 CONCLUSIONS

Power, influence and politics have at least some effect on every member of an organization and thus on the entire organizational unit. Organizational politics is an elusive type of power relations in the workplace. It represents a unique domain of interpersonal relations, characterized by the direct or indirect (active or passive) engagement of people in influence tactics and power struggles. These activities are frequently aimed at securing or maximizing personal interests or, alternatively, avoiding negative outcomes within the organization. However, they may also be targeted at securing or maximizing collective interests (team, group, organizational, or social) in cases where several decisions are possible that affect different interests.

Employee's performance can be enhanced by providing them a working environment free of politics in their organizations. Working environment free of politics will not only help the employees to perform better and take decisions freely but it will also help the organizations to grow by achieving its goals and objectives efficiently and effectively. Implication of working environment free of politics in organizations will result in employees feeling their responsibilities towards their actions and placing themselves on the place of stakeholders to ensure for the benefits of all, the better employee's performance as an outcome by utilizing all their powers.

This research concludes that it is significant in providing the views of HR managers in the CFSs on the key aspect of organizational politics effects; this topical issue is globally and locally important yet relatively under-researched with regard to its contribution to employee performance. Recognising the size and

strength of the container freight stations in the maritime and transport sector and the demand for employee performance, it can be concluded that employers in this sector need to focus developing distinctive and conducive open organizational environment devoid or with limited politics.

12.0 LIMITATIONS

There was limitation in getting the relevant information required from the various targeted container freight stations. This non-disclosure can be attributed to the suspicion on the part of the respondents as the data required touches on critical human resource issues. A second limitation is that the data used is for CFSs in Mombasa County, which have small or no established HR departments and HR managers without key strategic roles in HR strategic role formulation. Hence, the findings may not give a true representation of the wider organizational politics and employee performance in CFSs in Kenya.

13.0 SCOPE FOR FURTHER RESEARCH

The scope of this study was limited to only the existing CFSs in Mombasa County. The study therefore recommends further research to be done on organizational politics on the CFS and Inland Container Depots in other counties such as Lamu, Nairobi and Eldoret. In addition, the study recommends that further studies also be conducted in other nations having similar CFSs such as Nigeria. This will provide a more detailed comparative analysis of the challenges affecting the container freight sector in the transport industry in the region. Future research might also explore how different categories of employees (e.g. knowledge workers, professionals, labourers) are affected by differing organizational politics set-ups. Additionally, future research could directly seek the views of union representatives for their insights into challenges in managing and leading employees in highly politically charged environments in the organizations.

14.0 ACKNOWLEDGEMENT

Glory to the Almighty God for the strength and good health He has provided to both authors without which we could not have moved an inch. To Dr Obwogi my co-author and research supervisor your input and valuable academic critique has not only made this paper a success but you have sharpened my research skills; thank you and God bless you immensely.

REFERENCES

1. Andrews, M.C., & Kacmar, K. M. (2001). Discriminating among organizational politics, justice, and support. *Journal of Organizational Behavior*, 22, 347–366.
2. Buchanan, D.A. (2007). You stab my back, I'll stab yours: Management experience and perceptions of organization political behaviour. *British Journal of Management*, Forthcoming.
3. Byrne, Z.S. (2005). Fairness reduces the negative effects of organizational politics on turnover intentions, citizenship behavior and job performance. *Journal of Business and Psychology*, 20, 175–200.
4. Ferris, G. R., Frink, D. D., Galang, M. C., Zhou, J., Kacmar, M. K., & Howard, J. L. (1996). Perceptions of organizational politics: Prediction, stress-related implications, and outcomes. *Human Relations*, 49, 233–266.
5. Ferris, G. R., Russ, G. S., & Fandt, P. M. (1989). Politics in organizations. In R. A. Giacalone & P. Rosenfeld (Eds.), *Impression management in the organization* (pp. 143–170). Hillsdale, NJ: Erlbaum.
6. Molm, L. D. (1997). *Coercive power in social exchange*. Cambridge: Cambridge Univ. Press.
7. Poon, J.M.L. (2004). Moderating effect of perceived control on perceptions of organizational politics outcomes. *International Journal of Organization Theory and Behavior*, 7, 22–40.
8. Randall, M.L., Cropanzano, R., Borman, C.A., & Birjulin, A. (1999). Organizational politics and organizational support as predictors of work attitudes, job performance, and organizational citizenship behavior. *Journal of Organizational Behavior*, 20, 159–174.
9. Vigoda-Gadot, E. (2003). *Developments in organizational politics: How political dynamics affect employee performance in modern work sites*. Cheltenham, UK: Edward Elgar.
10. Vigoda-Gadot, E., & Drory, A. (Eds.). (2006). *Handbook of organizational politics*. Cheltenham, UK: Edward Elgar.
11. Vigoda-Gadot, E., & Kapoor, D. (2005). Perceptions of politics and performance in public and private organizations: A test of one model across two sectors. *Policy & Politics*, 33, 251–276.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Computer Application & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-
Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

